

CUWFA Marks Its 20th Anniversary in Baltimore

Ian Reynolds

In May 1994, professionals from approximately twenty colleges and universities gathered in Chicago for what became the first official College and University Work Life Association conference (see Kathy Simons' article [below] for a detailed account of CUWFA's origins).



This group of women had the vision and passion to establish a national network of higher education colleagues committed to raising awareness of and support for work/life initiatives. They were leaders in the truest sense of the word. As CUWFA celebrates its 20th anniversary, it is only fitting that we assemble under the theme of Leading Future Work/Life Innovations in Higher Education.

Johns Hopkins University and the University of Baltimore are proud to serve as co-hosts for this significant occasion.

The 2014 Conference agenda captures the spirit of leadership in a number of different and exciting ways, beginning with Amy Jen Su, our opening keynote speaker. Throughout her career as an executive coach, Amy has helped leaders to build vision, voice, and support while sustaining their personal best. She will encourage us to consider what it means to answer the “new call to leadership” as we continue to advocate for the advancement of work/life programs and services in higher education.

Heather Boushey, our closing keynote speaker, will outline why paid family and medical leave is important for today's workforce, discuss the current efforts at the national and state levels to enact paid leave, and present the role that research might play to help enact paid leave.

Between the presentations by these two wonderful speakers, our program is chock full of interesting and engaging round table sessions, workshops, and seminars, all of which demonstrate how leadership and innovation contribute to the success of work/life initiatives in academia. Some program teasers:

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- *How do you promote and enhance faculty career flexibility?* Easy...launch and lead a task force to design or improve 15 Faculty Career Flexibility policies or practices by 2015. Barbara Silver and Helen Mederer from the University of Rhode Island have the scoop.
- *Will a tweet peak the Pinterest of my community and get them LinkedIn to my work/life Facebook account?* Susan Abramson, Yale University; Laura



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Koppes Bryan, University of Baltimore; and Erica Hayton, George Washington University, will help you sort it all out.

- *How can an innovative approach to mindfulness promote resilience within a staff culture prone to elevated levels of stress?* Nancy Costikyan, Harvard University, and Tara Healey, Harvard Pilgrim Health Care, have the answer!
- *We know what you're thinking:* "This is a work/life conference with a leadership theme, so we should really hear from a panel of individuals in traditional leadership positions within academia to discuss how to build and sustain a work/life culture." We were thinking the same thing! That is why we have invited Laura Bryan and several of her academic colleagues to discuss this topic over lunch on Thursday.

These are just a few highlights of the great program lineup we have in store for you. We encourage you to have a look at the program details in this issue of NewsBriefs, which will provide further encouragement for you and your colleagues to attend.

Regardless of the role you hold within your institution, we are confident that you will leave the conference feeling inspired by the innovative work happening among our membership and empowered to lead your work/life programs, services, and initiatives in new and exciting ways. We look forward to seeing you soon in Charm City!

Ian Reynolds is the Director of Work/Life and Community Programs at Johns Hopkins University.

CUWFA's Early Years: A Retrospective

Kathy Simons

I am grateful to Leslie DePietro for inviting me to do a retrospective on the founding, some 20 years ago, of CUWFA. What strikes me most is the excitement we felt about being part of an emerging field that embraced our sense of personal mission. We were absolutely driven to get outside our jobs and institutions to find one another and share our frustrations, ideas, and ideals.

Many of the CUWFA founders like myself had come from the child care field, inspired and shaped by the women's movements of the '60s and '70s. I came to MIT in 1986 to run what was then called the Child Care Office (soon after re-named the Family Resource Center and more recently the Work-Life Center). By that time, the percentages of women students, faculty, and staff had risen dramatically at MIT as elsewhere, and now-familiar issues had surfaced and were being named: dual career families (the term was coined in 1969), glass ceiling (1984), second shift (1989), mommy track (1989). Faculty and staff were asking for family-friendly policies and programs, beginning with child care and later including elder care, family leave, and job and career flexibility.

While high-level policy discussions didn't really get going in academia until the early '90s, the issues, particularly child care, were already gaining traction in the corporate world. There was a proliferation of work-family vendor services and a wave of new work-family research: Work/Family Directions launched a nationwide childcare referral service for IBM in 1983 (eldercare resources were added in 1989), the



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Conference Board founded its Leadership Council on Work and Family in 1983 and began offering annual conferences, *Working Mother* magazine published its first annual “Best Companies for Mothers” list in 1985, and Ellen Galinsky founded Families and Work Institute in 1989.

Well-attended work-family professional conferences brought employers, vendors, and researchers together to share and expand the knowledge base. But those of us delivering work-family services in higher ed often felt like outsiders at corporate conferences (when we could afford to attend). We wondered what we could accomplish without the titles, budgets, or mandate that some of our corporate colleagues had. Who would be our champions? What was our business case? Where did we belong organizationally – HR, Student Life, or the Provost’s Office?

Note, however, that higher ed was both early and late to the work-life table. Many universities offered a plethora of in-house work-life services that would have been the envy of corporations—resource and referral, parenting education, health and wellness, elder care, and employee assistance programs—but under many umbrellas unconnected to the “business case.” We university “family resource” people began to find one another at conferences. I met Leslie, Karen Logvin (Univ. of Oregon), Cyndie White (Harvard), and Nikki Sibley (Boston University) early on, beginning to formally collect names. (Note that networking was hard work; I had no computer until 1988, we had no email, and teleconferencing was primitive and expensive.)

In those days MIT was ahead of the curve, having established a presidentially-appointed Council on Family and Work in 1988 and having conducted the first campus-wide work-family survey in 1989. I staffed MIT’s Council and published an article in the *Early Childhood Research Quarterly* in 1991 summarizing its findings and recommendations. This work generated a good number of inquiries, and our list of academic contacts continued to grow.

By this point, Leslie and I had begun to correspond regularly. We decided to survey our contacts about the status of campus work-family initiatives and their professional affiliations. Bernice Sandler from the Center for Women Policy Studies and the National Association for Women in Education (NAWE) was very supportive and offered to run a notice about the survey in the NAWE newsletter. At this stage we thought it might be easiest to organize as a sub-group of a larger higher ed or corporate work-family organization and explored or considered a few, including AWLP (Association for Work/Life Professionals), CUPA (College and University Personnel Association), Family Resource Coalition, and NCCCC (National Campus Child Care Coalition). But it soon became clear that our higher ed group wanted to discuss issues unique to academia, and broader than “just” child care, and that our professional affiliations, roles and reporting structures within higher ed were very diverse. We also felt freer to share our progress and struggles with one another than we could in the other settings.

Sometime in 1993 we invited interested colleagues to a meeting in Ann Arbor. Roughly 20 of us attended, staying in dorms to save money. Lively discussions ran late into the night. Boldly, we left Ann Arbor with a decision to launch a new professional organization called the College and University Work-Family Association, a Steering Committee, and plans to convene a second meeting the following year in Chicago in tandem with the Family Resource Coalition conference. Our original Steering Committee members included: Kathleen Beauchesne,* Johns Hopkins; Marilee Bell,* Cornell; Ronda Benedict, Ohio State; Sandy Cobb, Johns Hopkins; Leslie de Pietro, U of Michigan (Co-convener); Phyllis Ellis, Northwestern;



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Judith Fountain, Ohio State; Dawn Hecker, Michigan State; Karen Logvin,* U of Oregon; Kathy Simons, MIT (Co-convener); Kathleen Sullivan, Stanford; Leslie Trimble,* U of Pennsylvania; and Cyndie White, Harvard. (The asterisks indicate members who were unable to attend the Ann Arbor meeting.)

In Chicago in May 1994, we outlined ambitious goals for the new organization: provide professional support, share information, and advance the field. Notes indicate that we also discussed the "burning issues of the day," which included reporting structures, advisory boards, and "the constant need to justify our existence" (!), and commiserated with one another over the challenges of re-engineering. We made plans to hold a conference the following year in Boston, hosted by MIT, Harvard, and Boston University. We were in high gear. By the fall of 1994, Cyndie and I had gotten to work on a mission statement and Articles of Organization; Kathleen had set up a bank account, budget, and system for dues collection; Karen was setting up the listserv (CUWFAnet was born!); Sandy worked on publicity; and Leslie agreed to write (quelle surprise!) an article for the *Chronicle of Higher Education*.

We held our first board meeting and elections at the Boston conference in November, 1995. CUWFA was now a legal entity with by-laws and officers, including two Co-presidents, Leslie and Kathy; Treasurer, Kathleen; Secretary, Karen; and Member Services Officer, Sandy. Other board members were Marilee Bell, Geneva Beattie (UNC Chapel Hill), Maureen Duane (U of Arizona), Phyllis Ellis, Laurel Harvey (Princeton), Helen Hasenfeld (Cal Tech), Dawn Hecker, Gloria McCauley, Nikki Sibley, and Cyndie White. The conference was a full-blown affair with two days of roundtables and seminars (including one by Marilyn Kraut (U of Pennsylvania) and keynotes on "Re-defining Family Friendliness: From Programs to Strategies" (Brad Googins, BU); "The Faculty Perspective on Work/Family" (Lynda Applegate, Harvard); "Work/Family Issues as a Catalyst for Change" (Lotte Bailyn, MIT).

Forty-seven CUWFA members attended our second conference at Stanford in 1996. Our third conference was held in conjunction with the AWLP conference in Miami; we got special rates, campus-focused break-out sessions, and great publicity on conference materials. By 1998, CUWFA membership had reached 106 individuals representing 82 campuses. Kathleen Sullivan assumed the presidency, and soon new officers came on board to relieve many of us and take us in new directions.

Launching CUWFA was a great and all-consuming, experience. I'd estimate that a handful of us spent 25-50% of our time on CUWFA-related work for a couple years (we may have had less knowledge, funding, support, and technology, but we did seem to have more time!). The learning curve was steep. As we struggled to understand work-life and organizational issues in a developmental context, we also struggled with our own leadership development and team structure. Through the work, we discovered incredible partners within and outside our institutions and made profound life-long connections. We got to watch with some pride and great satisfaction as CUWFA continued to develop and thrive, still serving members in much the same important ways now as then. And may it always be so!

Happy 20th birthday, CUWFA!

Kathy Simons is the Senior Program Manager at the Work-Life Center at the Massachusetts Institute of Technology in Cambridge, Massachusetts.

Opening Keynote: Unleashing Our Signature Voices

Executive coach and author Amy Jen Su will help us to set the stage by exploring what it means to answer the “new call to leadership” to continue our advancement of work/life in colleges/universities today. Never before have leaders been called to rise to the challenges of shaping a future, leading change, and motivating a diverse and broad set of constituencies in an ever shifting, complex, and global environment.



Amy will draw on over a decade of experience including co-founding the boutique executive coaching and leadership development firm Isis Associates that has coached and trained thousands of leaders across a variety of both private and public institutions. She will share the stories and lessons learned from real-life leaders as well as the key strategies to building an authentic and connected leadership presence as found in the Harvard Business Review Press book *Own the Room: Discover Your Signature Voice to Master Your Leadership Presence* co-authored with Muriel Maignan Wilkins.

We will enter the conference anchored in our role as leaders: to be a voice of clarity amidst ambiguity, to feel comfortable in our influence and visibility, and to shepherd our resources and energy in a way that sustains ourselves and others along the way. Together we will celebrate our shared mission and purpose to help the future of work/life in colleges/universities. Ultimately, leadership and answering the call of leadership inspires us to remember to bring our whole selves, our best selves, to the important work of work-life every day.

[Editor’s note: Copies of Amy’s book, *Own the Room* (hardcover), will be available for sale for \$25. She will sign copies after her presentation. A bookseller will be available before and after her presentation. (For those of you not coming to the conference but would like a signed copy, please notify Leslie dePietro and she will arrange to get it for you.)]

Closing Keynote: Family and Medical Leave Insurance in the 21st Century



Heather Boushey, Executive Director of the Washington Center for Equitable Growth, will discuss why *paid* family and medical leave is important for today’s workforce, the current efforts at the national and state level to enact paid leave, and the role that research might play to help enact paid leave.

Dr. Boushey is also Chief Economist at the Washington Center for Equitable Growth and a Senior Fellow at the Center for American Progress.

Her research focuses on economic inequality and public policy, specifically employment, social policy, and family economic well-being. *The New York Times* has called Boushey one of the “most vibrant voices in the field,” and she testifies often before Congress on economic policy issues.

Her research has been published in academic journals; she writes regularly for popular media, including *The New York Times*’ “Room for Debate,” *The Atlantic*, and *Democracy*; and she makes frequent television appearances on Bloomberg, MSNBC, CNBC, and PBS.

Boushey previously served as an economist for the Joint Economic Committee of the U.S. Congress, the Center for Economic and Policy Research, and the Economic Policy Institute. She received her Ph.D. in economics from the New School for Social Research and her B.A. from Hampshire College. She has numerous publications.



20th Annual CUWFA Conference Baltimore, Maryland

Innovatively Leading the Next 20 Years of Work/Life in Higher Education

Note: Program is subject to change. Final schedule will be distributed at conference upon registration.

Wednesday, May 7, 2014

ROUNDTABLES

6:00-7:00 PM

Managing Magnificent Meetings

Becky Christianson

Many employees identify meetings as the biggest time-wasters of their work week. Is running better meetings on your agenda? Spend a little time learning about how you can make your meetings more effective and worthwhile.

Immigrant Women Who Relocate for Their Spouse or Partner: Issues, Challenges, and Successes

Randean Kopytko

As a Neighbourhood Immigrant Settlement Worker, Randean Kopytko has assisted over 250 newcomer families in their settlement process in Canada. Randean will present the findings from her research which focused on newcomer women that moved with their spouses and will explore their challenges and successes that followed their immigration to a new country.

Grassroots Work Pays Off: The URI ACE “15 by ’15” Faculty Flexibility Initiative

Barbara Silver and Helen Mederer, University of Rhode Island

The URI Work-Life Committee was asked to spearhead a new initiative to promote faculty career flexibility. Presenters will describe URI’s “15 by ’15” initiative, which will create or improve at least 15 Faculty Career Flexibility policies or practices by 2015, addressing flexibility concerns across the life-course.

That Was Then, This Is Now: Building Work/Life Culture Change with Cross-University Mentoring

Sue Sloop, Grand Valley State University, and Caryn Jung, University of Arizona

Cross-university mentoring is a powerful tool for expanding work/life progress at institutions of higher education. Are you taking advantage of potential mentoring strategies from your CUWFA membership, and other professional sources, to strengthen your work/life foundation? The mutually-beneficial evolution of their mentee/mentor partnership will be discussed, and participants will explore adaptable practices in building work/life culture change.

To Tweet or Not to Tweet

Susan Abramson, Yale University; Laura Koppes Bryan, University of Baltimore; and Erica Hayton, George Washington University

Have you thought about tweeting on behalf of your program(s) but not sure if it’s worth the time and effort? Join facilitators from three different universities for this round table as they share their experiences with tweeting and describe their approaches and purposes, audiences, and guidelines for effective content.

Thursday, May 8, 2014

Opening Keynote

8:45-10:00 AM

Unleashing Our Signature Voices: Answering the Call of Leadership

Amy Jen Su, Isis Associates

Executive coach and author Amy Jen Su will explore what it means to answer the “new call to leadership” to continue our advancement of work/life in academia. *(See accompanying article on our keynoters.)*

Concurrent Workshops (90 minutes)

10:30 AM-12:00 PM

How To Be Successful at Work *and* Life: Lessons from “Integrated Leaders”

Elise Buggs and Elizabeth Sullivan, Michigan State University; Jessica DeGroot, Third Path; and Brigid Schulte, Washington Post

Working with influential leaders who practise work/life integration, the ThirdPath Institute developed a curriculum that can be used to teach integration skills to professionals early in their careers. This workshop will provide a few brief case studies of “integrated leaders” and then give participants a chance to put some of the skills these leaders use into practice. Skills include: creating routine quiet time, men and women sharing the joys and challenges of caring for family; and making the most of vacations.

Making the Most of Social Media

Erica Hayton, George Washington University

This session we will explore many of the popular social media sites, including Facebook, LinkedIn, Twitter, Pinterest; discuss how you can incorporate any of these into your programs; and the power of social media dashboard and managers, QR codes, click tracking, and other tools. Participants will be encouraged to participate in an open dialogue about the pros and cons of various social media sites. All levels of social media experience are welcome!

Unpacking Elements of a Successful Work/Life Program within a Dynamic University

Linda A. Siebert, University of Virginia

Creating a dynamic work/life culture requires a work/life director to be a strategic change agent. This workshop unpacks five interlocking elements of a successful work/life program to assist participants to (re)assess their program’s direction, impact, and influence within a constantly changing university. Through a “visioning” exercise, participants will imagine their university in 5-10 years and identify actions to realize their future “work/life vision.”

From Mind Full to *Mindful* at Harvard

Nancy Costikyan, Harvard University and Tara Healey, Harvard Pilgrim Health Care

This workshop will examine Harvard University’s mindfulness initiative as an innovative approach to promoting resilience within a staff culture that evidences elevated levels of stress. We will review the worldwide trend in offering workplace-based training in mindfulness practice, the rapidly emerging neuroscience behind meditation, our double bottom-line business case for this initiative, the role of the champion; potential push-back, the roll-out of a 6-week on-campus mindfulness training course, and the communication strategies that resulted in high participation rates and continue to attract staff of all kinds.

Luncheon Panel

12:00-1:45 PM

Academic Leaders who Foster Work-Life Cultures

Laura Koppes Bryan, University of Baltimore; Rebecca Warner, Senior Vice Provost for Academic Affairs, Oregon State University; and others TBA.

The academic leader plays a key role in shaping a work-life culture that is supportive of and friendly to faculty, staff, and students. Decisions about access to benefits are often left to the discretion of the leaders or supervisors. Although supportive policies and benefits exist, unsupportive leaders can offset their intended effects. Four academic leaders will share their strategies for shaping a work-life culture.

Concurrent Seminars I (60 minutes)

2:00-3:00 PM

Putting a Women's Issue on the Map: Lactation Accommodations, the ACA, and Getting to "Yes" with Those Who Can Make Things Happen

Jennie McAlpine and Barbara Mulay, University of Michigan

This workshop will describe the development of a University-wide Lactation Support Task Force and corresponding activities that improved and expanded lactation accommodations (formerly located in bathrooms, broom closets, etc), enhanced supervisor awareness of responsibilities, and set the stage for a new appreciation of the need to support mothers in their efforts to breastfeed as long as possible.

Johns Hopkins, Meet Pablo the Frog: Bringing Curiosityville to the Hopkins Community

Ian Reynolds, John Hopkins University, and Susan Magsamen, Curiosityville

Curiosityville (www.curiosityville.com) is a personalized online learning world for children ages 3 to 8 and their families. Our work with this organization eventually culminated in a pilot program for approximately 100 Hopkins employees who were offered a year-long membership to Curiosityville at a significantly reduced cost. Johns Hopkins viewed access to Curiosityville as an innovative work/life benefit that would help support busy families by providing an opportunity for meaningful parent-child interaction and enhanced learning. We will discuss the development of their partnership, results of the pilot, and plans to launch a full-fledged program to the Hopkins community.

Leading Change: Academic Leaders Shaping Work-Life Culture

Laura Koppes Bryan and Cheryl A. Wilson, University of Baltimore

In this seminar, we will present results from an extensive literature review of research studies examining the role of leaders in fostering a work-life culture, as well as interviews with 21 academic leaders who were identified by their colleagues as being work-life friendly. From this research, we identified how academic leaders can apply specific strategies to shape cultures that are responsive to the work-life needs of faculty and staff.

Every Family Belongs: Supporting Diverse Families in Every Stage of Life

Magdalena Rydzy and Francesca Dobbins, University of Toronto

During this session, we will share strategies that make us successful, including departmental best practices and institutional policies that make it possible for over 17,000 employees and 70,000 students to bring their whole self to work. These include developing programs that support all family types and employees going through various life stages as well as practical strategies on how to increase the scope of your work-life operation without increasing your budget.

Concurrent Seminars II (60 minutes)

3:30-4:30 PM

Finding the Practical Path Forward: Leading a Strategic Assessment Process at Stanford University

Phyllis Stewart Pires, Stanford University

Stanford University used the introduction of a new Work/Life Office (WLO) leadership structure to conduct a strategic needs assessment throughout 2013. The Senior Director of Work/Life Strategy will describe how gathering this historical and current state picture is now enabling the Stanford WLO to better prioritize work, measure progress, and ensure greater future relevance of our programs. This session will describe the data gathering process, how we partnered across the institution to validate our assumptions, and describe the resulting integrated strategy model we are using going forward.

Faculty Retirement Transitions: Emerging Practices

Laura Koppes Bryan, Margarita Cardona and Dennis Pitta, University of Baltimore; Jean McLaughlin, American Council on Education; Samantha Roy, Albright College; Katherine Haldeman and Lori Ann Roth, George Mason University.

This seminar will focus on strategies implemented by award winners of the American Council on Education (ACE) program in collaboration with the Alfred P. Sloan Foundation to examine the structural and cultural changes necessary to increase flexibility in faculty careers. Sloan and ACE established this initiative to explore faculty retirement transitions. The resulting outcomes enhanced understanding of effective policies and practices that can facilitate the retirement transition for faculty and their institutions.

Flexibility for One and All?: The Need for Inclusive Practices in Higher Education

Barbara Silver and Helen Mederer, University of Rhode Island

Presenters will compare the experiences and consequences of the availability and types of job flexibility with their relationships to several outcome variables among a large sample (N=824) of staff employees at a mid-size flagship public university in the Northeast. Mediating and outcome variables include caregiving responsibilities, work-life culture, supervisory support, work-life conflict, sources of stress, desired types of flexibility, job satisfaction, organizational commitment, and intent to leave, among other constructs. This research offers a contribution to our knowledge about tailoring workplace flexibility plans that can help alleviate status-based employee resentment and maximize worker retention, satisfaction, and organizations' bottom lines for *all* employees.

Friday, May 9, 2014

Concurrent Workshops (90 minutes)

10:30 AM-12:00 PM

How to Help Your Faculty and Staff Prepare for a Smooth Retirement Transition

Kathy Haldeman and Lori Ann Roth, George Mason University

Join us as we address pre-retirement planning from a psycho-social perspective and share how you can help your faculty and staff plan to find meaning and purpose in retirement, structure their time, establish social networks, explore leisure activities, and consider retirement residence options. We will also lead participants through several activities that address important psychosocial factors to be considered. Participants will leave the session with a template for developing a preretirement program addressing the psychosocial aspects of the retirement transition, as well as experience with some of the program activities.

Caring for the Whole Person: A “Wellbeing” Model to Frame Employee Programming

Erica Hayton and Caroline Adegun, George Washington University

Supporting the emotional and physical health of our employees is about more than a few distinct programs and services. It’s about how we foster an overall sense of employee wellbeing. Learn more about how GW is using a holistic “wellbeing” model to frame their approach to programs, benefits, and communications for faculty and staff. Take a tour of GW’s Wellbeing Assessment, an internally developed tool based on GW’s five elements of wellbeing, to learn more about your own areas of strength and opportunity. Share tips for personal wellbeing success with your CUWFA colleagues, and brainstorm new ways to use this approach to enhance employee wellbeing at your own institutions.

It Takes a Village to Feed a Child: Sharing Responsibility for Breastfeeding Support

Michelle Carlstrom and Meg Stoltzfus, Johns Hopkins University

At this workshop Work/Life staff from Johns Hopkins will share our institution’s experience as a case study of a vibrant and growing Breastfeeding Support Program. Workshop participants will learn how to present a case to leadership about the benefits of developing a comprehensive support program for working mothers, hear about the shared responsibility model for space and funding, and discuss the use of data to garner ongoing leadership support.

Closing Keynote

12:45-2:00 PM

Family and Medical Leave Insurance in the 21st Century

Heather Boushey, Washington Center for Equitable Growth

The United States is the only advanced industrialized nation without a federal law providing workers access to paid maternity leave. Dr. Boushey will discuss why paid family and medical leave is important for today’s workforce, the current efforts at the national and state level to enact paid leave, and the role that research might play to help enact paid leave. (*See accompanying article on our keynoters.*)



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New Member Orientation

Wondering how to connect with other CUWFA members? Curious about how the organization can help you in your job? Want to know the best way to get supervisor “buy in”? Curious about what research can help bolster your case?

Wonder no longer! Come to the New Member Orientation on Wednesday, May 6th, at 4:00 PM and learn from the pros!

Carole Hoffman (Columbia) and Susan Abramson (Yale), with support from Lori-Ann Henderson (Northwestern), will fill you in about such things as CUWFA’s history, why you should be involved, and how you can make the most impact within your institution.

The presenters will discuss collaborative partnerships and applicable policies, procedures, programs, and service ideas. Technological demands, that nature of work and new ways of working will also be among the topics.

You will find out ways of connecting with the “experts”—other CUWFA peers who may have pioneered some of the policies and programs that you may have in mind. Hearing from them may give you inspiration for things to try when you get home.



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