

IUPUI Commission on Women

Workplace Environment Working Group

Final Report on Work Life Initiatives

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Report on Work Life Initiatives

Executive Summary

With the formation of the Commission on Women, this campus embarks on an endeavor to improve the campus climate for all faculty, staff and students by advancing the academic and professional interests of women at IUPUI. The Workplace Environment

Working Group is charged to assess the current campus climate and propose a plan to address problem areas. The group identifies three major concerns in the working environment. A flexible scheduling policy is identified to be the first goal of promoting a positive workplace environment.

Working hours have increased for both men and women in the past two decades. The percentage of women in the labor force has increased steadily. The demand for employees to take care of dependent family members becomes an issue for both employee and employer. This document explores a win-win situation in which flexible work arrangements will benefit the university by attracting and retaining qualified employees and allow employees to respond to their families' needs. By promoting a work/life integrated environment, this campus is in a unique position of becoming a leader in the community, the state and the nation.

The group examined the current work scheduling policy on campus, the outcomes of the operational work/life initiatives on campus, and the work/life initiatives of other employers in industry, government, and education. The group focused on worker-friendly policies, programs and culture of universities and colleges as reported in a study conducted by the Foundation of the College and University Personnel Association (CUPA) and the Families and Work Institute. The study found that campuses in leadership roles have more work-family policies and initiatives than non-leaders. This report cited the important trends among the leadership campuses, the methods of implementation of the family-friendly programs, the findings on Work-Life practices at Indiana universities and colleges, and implications for other institutions that want to develop work-life programs.

The group concluded that an effective work-life program would exist only in a worker-supportive culture. The group recommends fostering such a culture for IUPUI and advises taking a proactive approach on work-life initiatives. This group recommends that this campus join the College and University Work Family Association. Furthermore, the development and implementation of family life initiatives should include people from throughout the IUPUI community to help the campus become a truly "better place for all."

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Foreword

The objective of this report is to draw attention to the changing demographics of the workplace and the resulting need and demand for family friendly, worker friendly employment policies. This report is offered in the spirit of service to our institution; in a spirit of concern for all its workers and in the anticipation that IUPUI can become an even more exciting and dynamic place to work and a truly "better place for all." IUPUI has established the Office for Women as a campus priority. The office has a stated purpose to "serve as a focal point for advancing the academic and professional interests of women at IUPUI as well as improving the overall campus climate for all faculty, staff members and students." The office has been charged to "develop an overall assessment of the campus climate with respect to conditions which enhance or impede the work of women faculty, staff and students and a plan of action to address problem areas." The Commission's Working Group on Workplace Environment identified three areas of concern: employee morale, lack of a forum for open discussion between employees and administrators, and work and family conflicts where inflexible scheduling creates a difficult working environment; The promotion of worker-friendly policies, especially in the area of scheduling, was identified as our first goal. To achieve our goal, the Working Group on Workplace Environment studied flexible work arrangements as they are applied at IUPUI as well as at selected business, governmental and other educational

organizations. Flexible work arrangements allow people to respond to the needs of their employers, while also meeting their own personal and family needs. The benefit for the employer is in developing worker loyalty and satisfaction, while increasing the institution's attractiveness to new qualified people. As our working group is specifically charged to look at workplace issues, we have looked at IUPUI policies for employees, and not those related to student work-study programs through the Financial Aid Department.

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I. Introduction

In the United States, women make up nearly half of the workforce and 99% of women in America will work for pay sometime during their lifetime. Over a quarter of a million women responding to a national survey identified difficulty in balancing work and family obligations as their number one issue. They reported that employers and public policy do not recognize or support family responsibilities, and child care problems affect families across the economic spectrum. Closer to home, a recent study of 375 four-year institutions found nearly 75% of schools surveyed do little to aid their employees with family-friendly policies (Wilson, R., 1996).

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II. Addressing Work/Life Issues

A. Needs of the Current and Future Workforce

With industrialization, most married women worked solely at home, devoid of any direct economic functions. This division of labor led to the separation of work and family. Women began returning to the workforce to provide support during times of war, and as early as the Civil War, child care centers were provided to help employers attract mothers to meet work shortages (Friedman, et. al., 1996). Because of less job security, less real income and the high divorce rate, single parent families and those where both parents work have become the norm. In *The Overworked American*, Juliet B. Schor reports that the average employed American now works away from home approximately one month more per year than 20 years ago. At the same time, there is growing dissatisfaction regarding our quality of life. In 1993, the Families and Work Institute reported that 70% of people with incomes of up to \$30,000 would give up one day's pay per week to get that day off. The U. S. Department of Labor has predicted an increasingly diverse labor market comprised of women, minorities and aging workers, and provided an explicit rationale for addressing work and family concerns. They also reported that two-thirds of mothers with school-age children were in the paid labor force, and 54% of mothers with infants were employed outside the home. At the end of the work day, 87% of the U. S. workforce went home to family members or significant others. Furthermore, 47% of workers had dependent care responsibilities. Elder care is continuing to be an area of stress and concern for the American worker. The Families and Work Institute (1993) expects 9 million dependent adults in this country by the year 2000. Within the next five years, 40% of employed people expect to assume some elder care responsibilities. Today, women remain the acknowledged child care providers in most dual parent and single parent families. The lack of family-friendly work options denies the reality of women's dual roles and creates barriers to equal opportunity for job success. Options like flextime, job-sharing, part-time work with prorated benefits, compacted weeks, leave of

absence and telecommuting could help employ and retain working mothers, providing the diversity to which organizations of sincerity and integrity aspire. "It is time for companies to acknowledge the primacy of family in the value system of both men and women. Too many women still have to choose between career and family. And too often, men sacrifice participation in the lives of their families to meet the demands of their jobs" (Families and Work Institute, 1993). Employers must realize that the composition and needs of the workforce have evolved and that motivating with benefits and incentives designed for the workforce of the past is unlikely to provide needed incentives to perform. Due to the lack of adequate supports to permit workers to attend to their family responsibilities, many women continue to find it difficult to achieve in the workplace and provide the care that is needed by those whom they love. When workplace support is not adequate to permit success at work and at home, workers face an overwhelming struggle. For most men and women, their role as worker must be sustained to provide for the economic needs of their families. This produces considerable strain on their families and the care received by them, and leads to latchkey children, lack of family healthcare, no parental involvement in the children's schools, nursing home placement of elderly family members, and so forth, because the worker's employment does not accommodate such family responsibilities. For some women who have sufficient economic support, it is possible to choose between one's work and one's family responsibilities. This has led some women to reduce their work, and the media has focused attention on this so-called "mommy track." However, as long as the workplace fails to support their employees to have time for family responsibilities, such choices will have long-lasting effects on a woman's career. Promotions and career advancement will be slower as a consequence of having opted out of the workforce or worked part-time in order to care for one's family.

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B. Institutional Image and Role in the Community

Colleges and universities are the most influential environment for forming attitudes toward work and career outside of the home. Work-family integration is an important life skill for the decades ahead, and can be modeled at the campus level to male and female students alike. Additionally, institutions of higher learning are major employers of the nation's workforce, struggling with the same global, economic, and technological turmoil affecting other employers (Friedman, et. al., 1996). Most large companies, such as Eli Lilly and Dow Elanco, have established well-publicized work-family initiatives. The image of IUPUI as an employer and university within the broader community should be one of learning, creativity and innovation not only in its preparation of students, but also in its role as one of the city's biggest employers. With the knowledge and expertise available from distinguished academic and professional staff, IUPUI could champion enlightened and supportive employment policies. Work-Life policies would benefit our staff, faculty, and students and allow us to be what a center of learning should be: a leader in the community.

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C. Recruitment and Retention

The quality of an organization's workforce increasingly constitutes an important source of their competitive strength. In the 1970's, competitive pressures from Europe and Asia required employers to elicit more productivity from each individual hired, leading to the first round of layoffs. As companies downsize, they need to attract and retain the best and brightest people, both male and female. Companies are concerned about the morale of "downsizing survivors" who are obliged to bear more of the burden with less of the support. In times of fiscal constraint, work family initiatives, such as dependent care and

flexible schedules, have been shown to offer a good return on investment by positively affecting morale and commitment (Friedman, et. al., 1996). Most people are looking for flexibility in their work environment. More than two-thirds of employees at Johnson and Johnson and AT&T indicated that work/life benefits were "very important" in their decision to stay with their employers. For example, at both companies, 90% of employees who became new parents returned to work within 6 months (Sladek, 1995). Other couples need work flexibility to manage "commuter relationships" and dual careers. In his keynote address at the 1996 Work and Family Conference, Eli Lilly's CEO, Randall Tobias, said, "The bottom line is that our efforts to support employees' work/family priorities are good business. These are neither 'perks' nor 'giveaways.' These tools will help us attract, motivate, and retain people who are likely to be more dedicated, more focused, more innovative, and more productive" (Tobias, 1996).

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III. Employment Practices in Industry, Government, and Academia

A. Objectives

The Working Group on the Workplace Environment proceeded with the task of studying work arrangements that support employees by gathering information about

- work-life initiatives in industry and government.
- work-life initiatives used by other universities.
- the current work scheduling policy on campus.
- model work practices already in place on campus.

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B. Work-Life Initiatives in American Industry

In the 1996 Mercer Work/Life and Diversity Benchmarking Initiatives Survey, 800 employers with a combined workforce of nearly 7 million people responded that employer sponsored work-life and diversity programs are now "firmly established in corporate America," and employers appear impressed by these programs' results. (cited by National Underwriter Property and Casualty Risk Management, 1996). Respondents morale is increased, absenteeism is reduced, and productivity is increased. Three-fourths of the companies responding said that flexible work scheduling is the most important issue that must be addressed. Job sharing, compressed workweeks, and childcare benefits were also singled out as aids to recruiting (National Underwriter Property and Casualty Risk Management, 1996). Since 1993 Eli Lilly, under the leadership of Randall Tobias, has instituted several work-life practices including (1) flexible scheduling, (2) job sharing, (3) pro-rated part-time work, (4) compacted weeks, (5) unpaid family leave of up to three years, (6) options to buy extra vacation time, (7) eight days of leave per year to care for sick children, and (8) the consolidation of vacation time, personal time and other types of leave into a single annual leave package. In addition, a summer science camp was established to facilitate childcare for employees' school-age children. Employees pay for this, but they indicated that cost was not as great a factor as the availability of good-quality childcare. Ms. Candy Lange, Director of Lilly's Work/Life Initiatives program, acknowledged the most important factor in the successful implementation of work-life initiatives was the support of Randall Tobias, CEO. However, implementation also meant winning over managers to the idea. Focus groups were formed and brought attention to

severe dependent care cases. Senior management was concerned with the findings of focus groups about the exhausting schedules of mothers as they tried to get both themselves and their children out on time in the morning. Management was also shocked to hear that in some cases, when parents were obliged to be at work early, children were left at home alone until the school bus came. The company became receptive to work-life initiatives because they wanted to retain their employees and were faced with employee resignations when scheduling did not accommodate the workers' needs. Furthermore, their competition was responding to the family needs of their employees. Having instituted several work-life initiatives, worker morale at Lilly is better, production has improved and the negative concerns of management were not realized.

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C. Work-Life Initiatives in American Government

1. Federal Provisions

The Federal Government has been a leader in promoting alternative work arrangements for its employees. Since 1978 when Congress passed the Federal Employee's Flexible and Compressed Work Schedules Act, federal agencies have had the option of offering alternative work schedules to their employees. Each agency decides whether to adopt flexible work schedules and how to implement them.

The Office of Personnel Management estimates that roughly 52% of the Federal white collar work force are currently taking advantage of flexible work arrangements, such as flexible work schedules and compressed work schedules. Flexible work schedules allow non-traditional starting and quitting times while maintaining the required number of working hours. Employees must work between the core hours of 9:30 am and 3:00 pm, but they can choose (within limits) their arrival and departure times. Compressed work schedules allow employees to complete the work requirement of 80 hours biweekly in less than 10 workdays. Under a compressed work schedule, overtime is only paid for hours that exceed the basic work requirement of 80 hours biweekly.

An additional provision of the 1978 Federal Employees Flexible and Compressed Work Schedules Act allows federal employees to bank up to 24 flexible credit hours worked in excess of the basic work requirement to use as paid time off within two pay periods (4 weeks). Currently, the use of credit hours is limited in federal agencies. Compensation time (comp-time), however, is available to all employees and is actively used. Comp-time hours can be carried over for a year.

Federal annual leave is paid leave that can be used for any purpose, subject to the supervisor's approval. Its accrual depends upon the number of years worked in an agency, and up to 240 hours can be carried over from one year to the next. Sick leave is accumulated as 4 hours every two weeks. Employees may use their sick leave for approved medical appointments or to care for sick family members. The federal government also has a program that allows employees to voluntarily donate some of their unused annual or sick leave to qualifying employees.

Part-time employment and job sharing arrangements are available at the discretion of the individual agency. In the federal government, part-time employees (including those under job-sharing arrangements) are eligible for the same benefits as full-time employees although benefits are prorated according to the amount of time that is worked. Flextime and compressed work schedules are also available for part-time employees.

The current administration continues to encourage agencies to increase their use of family-friendly work arrangements. On April 11, 1997, President Clinton sent a memo to all federal agencies asking for immediate action allowing employees to use up to 24 hours of unpaid leave in order to (i) "participate in school activities directly related to the educational advancement of a child," (ii) "accompany children to routine medical or dental appointments," or (iii) "accompany an elderly relative to routine medical or dental appointments or other professional services related to the care of the elderly relative." In addition, the President has stated that increasing the number of telecommuting employees is a priority.

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2. State Provisions

Flexible work arrangements for state employees varies by state. In 1985, Congress passed legislation giving all states the option of allowing workers to accrue compensatory time in lieu of overtime pay. The Families and Work Institute's 1991 State Reference Guide to Work-Family Programs for State Employees reports that all fifty states have some kind of flextime policy allowing flexible starting and quitting times within the work day. Only seven states had allowed compressed work schedules by 1991, however. In some cases, wage and hour legislation was a barrier to the use of compressed schedules. Most states allowed part-time employment, though the provision of benefits for part-time employees varies by state. The 1991 study also found that 43 state governments allowed employees to use their accrued sick leave to care for ill family members. As of 1991, twenty-four states also provided paid days off for personal matters for their employees, with the number of personal days varying between one and five per year. The study noted that states that have implemented policies that address work-life issues have found their efforts rewarded in terms of higher employee morale and productivity and lower absenteeism.

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3. Indiana Provisions

In Indiana, flextime is available to state employees, depending upon the nature of the job and subject to the approval of the supervisor. The range of hours within which an employee can schedule work time is from 7:00 to 5:30. Compressed workweeks are available, but currently, compressed work schedules are approved on a limited basis. Like federal employees, Indiana state employees are allowed to bank comp-time for use in the quarter after the comp-time is earned. Indiana employees are given 3 personal leave days per year. Sick leave is accrued, and employees may use their personal sick leave to care for ill family members who reside with them. The state government is also allowing parental leave for involvement in an employee's children's school activities. Hence, in order to attend a school function, an employee may work the standard hours in a day, but rearrange the hours, or work a partial day and make up the time later. Finally, permanent part-time employment, job-sharing, and telecommuting arrangements are rare in Indiana. In addition, part-time employees do not receive benefits.

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D. Work-Life Initiatives in American Colleges and Universities

1. CUPA Study of Work-Life Practices

American colleges and universities were asked to report their work-life policies and practices in a survey that was conducted by the Foundation of the College and University Personnel Association (CUPA) and the Families and Work Institute. There were 375 four-year institutions that responded to the Work-Family survey, which represents 26% of such institutions in the U.S. (Friedman, et. al., 1996).

Conclusions of the CUPA study include

- The most family-friendly campuses are likely to be public institutions of higher education located in urban areas with operating budgets of 60 million dollars or more and with a student population of 10,000 or more.
- Family-friendly campuses are more progressive in addressing diversity issues and are more likely to have targeted efforts to advance women and minorities.
- Campuses that scored in the top 25% of the policy subscores have gone through great change, including having a new top administrator, restructuring or downsizing. Leadership campuses seem to see change as an opportunity to implement family-friendly policies as a way of reducing stress and supporting survivors of the downsizing.
- Priorities for family friendly campuses included strategic planning, staff motivation, morale and compensation.
- Access to research facilities and work-family initiatives are seen as the most important factors in recruitment and retention for both men and women.
- Top administrators, including the president and human resource director, as well as faculty leaders show commitment to work-family issues.

Best Practices Cited in the CUPA study

The report identified best practices that were reported by campuses that participated in the survey.

Flextime/Part-Time Work

- Allowing employees a phased return to work from family leave.
- Offering employees a compressed workweek.
- Allowing work-at-home or telecommuting on a regular basis.
- Flextime arrangements.
- Part-time work with benefits, such as health insurance, retirement benefits, sick time, paid vacation time and personal time.
- Interruption in the tenure clock.
- Allowing faculty to reduce their work loads for dependent care reasons.
- Offering time off for employees to care for domestic partners.

Advice and Counsel for Employees

- Employment Assistance Programs (EAP).
- Substance abuse and family counseling.
- Workshops on various family-related topics.
- Wellness programs.
- Support groups for employees on family-related topics.
- Resource library.
- Relocation assistance, including job assistance for spouses and housing assistance.

Employee Benefits

- Flexible spending account.
- Tuition assistance.
- Subsidies for family health insurance.
- Long-term care insurance plan.
- Benefits for domestic partners of employees.

Work-Life Initiatives at Indiana Campuses that Participated in the CUPA Study

Six Indiana institutions participated in the CUPA study. These campuses reported offering several work-life programs to support their employees, including (1) on-site child care; (2) care for mildly ill children; (3) emergency well child care; (4) holiday/snow day child care; (5) in-house child care resource and referral; (6) elder care resource and referral; and (7) parenting education.

Implementation of Work-Life Programs cited in the CUPA study

Campuses that established work-life programs tended to follow these procedures in their implementation:

- Ensure that the community is properly informed about the initiatives being implemented.
- Ensure appropriate guidance is given to supervisors as they consider flexible work schedules.
- Provide a handbook on work-family policies to supervisors.
- Designate staff to monitor and coordinate family-support policies.
- Create a separate work-family office.
- Train supervisors to become sensitive to work-family issues.
- Make explicit policy statements about the institution's commitment to work-family issues.

Implications for Planning and Action for Work-Life Programs

Based on the CUPA study, institutions that want to address work-life issues are advised to begin with a needs assessment of the campus community. Employee needs can be ascertained through a variety of informal or formal mechanisms, including focus groups, surveys, task forces, and public forums. After work-life issues have been identified, policy and program options to address the needs should be developed. To achieve success in implementing work-life policies, senior campus administrators should launch the initiatives.

Academic research and course development are suggested by the report as ways to advance campus work-family efforts. Designing curricula and developing courses on the subject of work and family will have a long-lasting effect on individuals and national attitudes as well as on particular institutions. To summarize, the report views colleges and universities, in their dual role of employers and educators, as being uniquely positioned to broaden the view of work-family efforts beyond that of an administrative function.

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2. IUPUI Policy on Work Schedules and Family Medical Leave

Theresa Martin, an administrator from Human Resources, presented the following information on IUPUI scheduling policies:

Policy regarding work scheduling is left to the discretion of unit heads at IUPUI. Usual schedules are from 8:00 am to 5:00 pm, Monday to Friday, and shifts are initiated usually to accommodate the needs of students and the work of the department.

Flexible options in use at IUPUI include afternoon to evening shifts at the University Information Technology Services, which often require that shift differential be paid. These shifts are usually necessary to accomplish the work of the department. In the summer, support staff at UITS have the option of working from 7:30 am to 4:00 pm.

Some individual employees have negotiated for other options including compacted workweeks of four 10-hour days. This works when teams are in place and coverage is possible for the employee taking advantage of this option.

The Family Medical Leave Act (FMLA) is operational at IUPUI and is generally unpaid. Employees are required to take all accrued vacation or honorary vacation hours accrued at the initiation of the 12-week annual FMLA entitlement. In addition, employees may choose to substitute earned compensatory time, holidays, bonus holidays, personal affairs time or income protection time for any part of the unpaid FMLA period. All of the IU personnel policy limitations and restrictions concerning the use of paid-time-off benefits will apply. Any time that is substituted will be counted against the FMLA entitlement (IUPUI Human Resources).

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3. IUPUI Department of Purchasing Services' Use of Flexible Scheduling

Flexible schedules at the Department of Purchasing Services permit employees to start anytime between 7:00 am and 9:00 am and finish anytime between 4:00 pm and 6:00 pm without consulting a supervisor. Core hours are between 9:00 am and 4:00 pm when all employees are expected to be in the office. A clock-in and clock-out system is used and no extra work has been incurred for supervisors in tracking employee time.

According to Rob Halter, Director, the Department of Purchasing Services adopted flexible scheduling because

- Employee morale is higher when individuals have some control over their environment and conditions.
- Mothers and fathers with children need time off during the day for physician's appointments, school meetings, and illnesses. Other employees need time to attend classes.
- Employee input fosters teamwork within the department as professional and support staff work out schedules that give their respective areas coverage during core business hours and beyond.
- Productivity is enhanced as Halter states: "When employees are available to work eight hours a day, when there is less absenteeism and employees take less personal time off and the campus has more coverage by our staff, it is a win/win situation for all."
- Retention of employees is enhanced because initially employees with young children were a consideration; now three employees are involved in varying degrees of elder care. The availability of scheduling options has made it possible

- for employees with dependent family members to cope with their work-life challenges.
- Hiring of new employees has been enhanced because prospective employees find the flextime option attractive.

Rob Halter describes flextime scheduling in the Department of Purchasing as a win/win situation in every aspect that "has enhanced our quality of work rather than detracting from it in any way."

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4. IUPUI Tuition Remission Policy

Urban campuses such as IUPUI attract professionals with expertise in a variety of fields who, in the spirit of life-long learning or in preparation for a career change, return to the classroom. Some also obtain employment at the university, including under-employment, to facilitate their educational goals. This creates a win-win situation for both the employee/student and the university. The employee/student receives the benefits of working near classes and receiving fee remission, which compensates to a degree for the disparity in earning capacity between the university and the private sector. Currently at IUPUI, 11% of full-time employees are taking courses, 8% are degree seeking. Flexible scheduling is an essential element of the employment package of the university if we seek to attract and retain these valuable employee/students.

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IV. Conclusions and Recommendations

A. Create an IUPUI Culture that Supports the Lives of Our Workers

It is evident from the information presented in this report that worker friendly programs must be surrounded by a family-supportive, worker-supportive culture where

- Top management demonstrates its commitment to family concerns.
- Work-life training for managers and supervisors is instituted.
- A statement on work-life policy is established and widely disseminated.
- Workers have a voice in the formation of a work-life policy.
- Strategic planning encourages the ongoing development of family responsive policies.

Every effort should be made to take these steps and foster a culture that is worker friendly. IUPUI needs to be proactive in planning for an increasingly diverse workforce. Policies and programs must be designed to meet the needs of IUPUI employees who include those without families as well as those who live in a wide array of family types.

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B. Implement Resolutions Adopted by the IUPUI Commission on Women

At the IUPUI Commission on Women meeting on April 30, 1997, two resolutions were proposed by the Working Group on Workplace Environment and adopted by the

commission. IUPUI senior officials are encouraged to provide leadership in the full implementation of both resolutions.

1. Family Leave Resolution

"The IUPUI Commission on Women recommends that Indiana University policy on family leave be changed to permit employees to choose whether or not they want to use vacation time for situations that qualify for family medical leave. The existing policy that requires employees needing family medical leave to use all their vacation time before they can access other accrued time appears not to be based on any sound or compelling reasons for preventing the employee from making this choice. Optional preservation of vacation time could provide practical and psychological benefits to employees. Therefore we urge that this university policy be modified.

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2. Resolution Encouraging Awareness About and Use of Flexible Work Schedules

"The IUPUI Commission on Women recommends that each unit on the IUPUI campus adopt work schedules that meet the desires of the employees in that unit while assuring that the unit's work is accomplished in a timely manner. Because Indiana University gives authority for establishing employee work schedules to the individual units, each IUPUI unit is encouraged to adopt flexible work schedules by July 1, 1997, so that employee stress can be reduced and productivity and job satisfaction can be increased. Unit heads are urged to involve all employees in a discussion of flexible work schedules so that any changes will accommodate the preferences of all persons working in that unit. Although units have considerable flexibility in establishing their work schedules, units should consult Human Resource Administration about proposed changes in schedules to ensure compliance with wage and hour laws. Unit heads are also encouraged to monitor the implementation of variations in schedules and assess the effects of flexible scheduling on the unit and its productivity."

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C. IUPUI Membership in CUWFA

Joining the College and University Work Family Association (CUWFA) is a valuable step that IUPUI can take as an institution committed to making work/life issues a priority.

D. Empower All IUPUI Units

In closing, this report was undertaken by the Commission on Women and its Workplace Environment Working Group, but its implementation depends on the investment of personnel from throughout the campus community in a team effort. All IUPUI units need to be empowered and encouraged to find solutions that best address their employees' needs.

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