

# WorkLife at Emory University

## A Five-Year Report



EMORY  
UNIVERSITY

# From our Co-Chairs



## *Strengthening the Work-Life Culture*

When the WorkLife Initiative Task Force initially began looking into work-life programs to see how such programs could potentially benefit Emory University's faculty, staff and students, we never imagined that five years later, our programs would be as robust as they are today. We can be very proud of what we've accomplished in such a short period of time!

Although Emory already had a strong foundation of policies and practices in place five years ago, there was not one consolidated resource to enhance the work-life balance of our working families. With the opening of the WorkLife Resource Center in 2008, members of the Emory community now have easy access to Emory's abundance of resources and programs in the areas of dependent care, workplace flexibility, financial planning and support, and community involvement. From workshops and seminars to interactive web resources such as podcasts, Twitter feeds and videos, the Center is actively involved in the design and creation of innovative programs that address the ever-changing needs of Emory's working families.



As a testament to the quality of our programs, in 2012, Emory was recognized with the **Work-Life Seal of Distinction**, an inaugural award from the WorldatWork's Alliance for Work-Life Progress. Emory was among just 26 organizations nationwide that received the award for demonstrating leadership in developing workplace strategies to help employees achieve success at work and in their personal lives.

The further development and strengthening of Emory's work-life programs has required clear engagement, a commitment on behalf of both the administration and the community, advisory committee members and executive steering members, and an investment of resources. We could not be more delighted that both Emory's leadership and community members have fully supported the work of the Task Force, enhancing our university as one that truly embraces a "culture of joy."

We offer a special thanks and gratitude to Theresa Milazzo and John Kosky for putting a structure around a vision and for stewarding the Resource Center towards its success.

Please enjoy a copy of our Five-Year Report and help us celebrate this success!

### **Peter Barnes**

Vice President, Human Resources  
Co-Chair, WorkLife Initiative Task Force

### **Rosemary Magee, PhD**

Vice President & Secretary  
Co-Chair, WorkLife Initiative Task Force



*Follow Emory WorkLife on Twitter!*

# Background

In 2006, at the recommendation of the President's Commission on the Status of Women, Emory University President James Wagner appointed a **WorkLife Initiative Task Force** to explore Emory's cross-cutting strategic theme of "Creating Community-Engaging Society." Task Force members from across the campus met over a period of 18 months researching how work-life programs could help sustain individuals and families within a university environment.

In 2007, the Task Force published its findings in a detailed report which examined Emory's current policies, practices and programs and outlined 94 recommendations for improving work-life. The following goals were also established to help meet the changing needs and expectations of our faculty, staff and students:

- **Strengthen the work-life culture at Emory** for individuals and families of all shapes and sizes within a university environment of engaged reciprocity.
- **Broaden resources that support members of the Emory community** including access, options and programs for dependent care to support working families.
- **Develop work-life policies and opportunities for staff** including flexible, collaborative working environments that sustain personal growth, encourage professional development and nurture community and family life.
- **Enhance work-life policies for Emory faculty and graduate students** by creating a new, more flexible model for academic advancement that sustains personal growth, encourages professional excellence and nurtures community and family life.
- **Promote a culture of joy** where respect for traditions, immersion in the moment and preparation for the future are inextricably interwoven.
- **Engage in a vigorous campaign of support** by enhancing Emory's academic culture and community life through courageous leadership, dialogue and innovation—truly making Emory a destination university for the 21<sup>st</sup> century.

The 94 recommendations were cataloged and grouped by interest group (e.g. faculty, staff, student, or all) and then prioritized using these goals. A grid was developed to help monitor progress, timelines and responsibilities for implementation. Five years later, work-life resources on campus have grown substantially with the opening of the Emory WorkLife Resource Center and the creation of several new programs and initiatives, all designed to support the diverse needs of the Emory community. This Five-Year Report documents the progress that has been made to date.

# Timeline

2006

WorkLife Task Force Formed

2007

Task Force Issues Findings and Outlines Goals

2008

Emory WorkLife Resource Center Established  
Full-Time Dependent Care Program Specialist Hired

2009

Emory Child Care Network Established  
Inaugural Summer Camp & Learning Expo Held  
Back to School Resource Campaign Launched  
Emory Student Job Network Created  
Emory WorkLife Web Site Launched  
Full-time WorkLife Associate Hired

2010

Finance Matters Workshop Series Begins  
Emory University Hardship Fund Launched  
Dependent Care Needs Assessment Completed

2011

Workplace Flexibility Needs Assessment Conducted  
Back-up Care Program for Laney Graduate School Students Launched  
Committee on Elder Care Programming Formed

2012

Emory University Receives WorldatWork's Work-Life Seal of Distinction  
Emory WorkLife Resource Center on Twitter

“The Emory Work-Life Resource Center has become an important and valued resource for Emory faculty and staff, both in terms of programs it supports that help Emory employees with work-life issues, and as the first place to go for information about programs and resources available outside Emory. The WorkLife staff is to be commended for their hard work and responsiveness to faculty and staff concerns about work-life issues.”

Randall Strahan  
PhD, Associate Professor,  
Political Science





# Dependent Care

Whether it is caring for a young child or an aging adult, dependent care is one of the biggest challenges when it comes to balancing the demands of work and family life. Since 2008, the Emory WorkLife Resource Center has worked to strengthen programs and resources in the areas of child care and elder care.

Some of the dependent care programs now available across campus include:

- **Emory Child Care Network:** Designed to meet the diverse child care demands of Emory employees, the Emory Child Care Network offers discounts and priority admissions with approximately 170 participating child care centers throughout the Metro Atlanta region.
- **Annual Summer Camp & Learning Expo:** Held on Emory's campus in February, the Expo hosts nearly 100 summer camps and academic programs to help employee parents locate quality summer programs for their children ages 5-17. The free, fun-filled event provides parents with access to summer programs from within and outside of Emory as well as day and overnight camps, counselor-in-training and volunteer programs for teens, drivers training, college test prep, foreign exchange programs and much more.
- **Annual Back to School Campaign:** Held in July, the Back to School Campaign offers a variety of web-based resources and free workshops to help parents and children prepare for their transition back to school. Workshops are facilitated by experts in the fields of educational consulting, college admissions and financial aid. College-bound students of Emory employees are also invited to attend.
- **Emory Employee Student Job Network:** A joint collaboration between the WorkLife Resource Center and Emory's Career Center, the Emory Employee Student Job Network is designed to exclusively help faculty and staff looking to hire Emory students on a part-time basis to help them with work-life responsibilities such as babysitting, pet care, house sitting, lawn care, etc.



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**NEED HELP WITH A  
UNIQUE WORK-LIFE NEED?**

**BrownRichards & Associates  
provides complimentary  
resource and referral work-  
life services to Emory faculty  
and staff: (404) 352-8137.**

*(programs continued)*

- **Caregiver Workshop Series:** Intended to meet the needs of employee-caregivers, this fall workshop series offers education for those caring for an adult loved one. The workshops focus on selected topics important to adult caregivers including legal and financial issues and preparation for long-term care, dementia and Alzheimer's disease, and aging in place.
- **Back-Up Care Advantage Program:** A two-year pilot program of the Laney Graduate School (LGS), the Back-Up Care Advantage Program provides LGS degree-seeking graduate students with access to back-up dependent care for situations when normal care arrangements fall through. LGS has also implemented a parental leave policy for graduate student parents and pays 100% of the health insurance premiums for their graduate students.



“The WorkLife Resource Center, with this report, has a history of commitment and a demonstrated value for excellence. The programs and initiatives developed by the Center make it a University community treasure. The Laney Graduate School has benefited immeasurably from the expertise and care of the Center’s staff and we appreciate the guidance and leadership the Center has provided for the Back-Up Care Advantage Program for graduate students with emergent child care or elder care needs.”

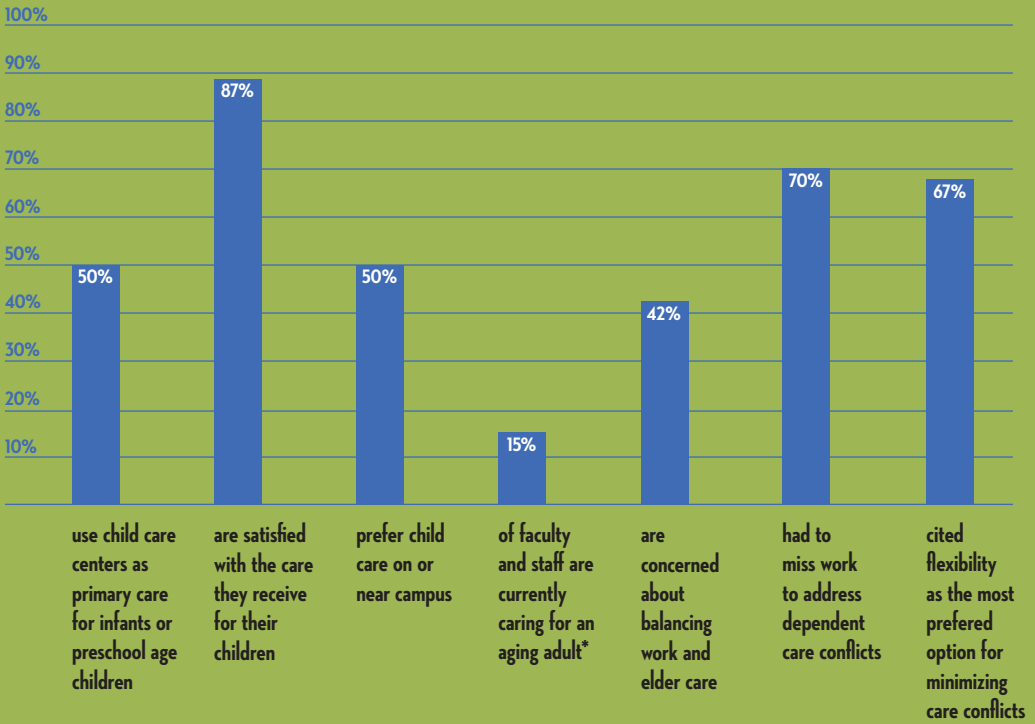
Lisa Tedesco, Dean  
Laney Graduate School



In 2009, Emory engaged Bright Horizons to conduct a comprehensive dependent care needs assessment which involved two phases: (1) a quantitative analysis and understanding of Emory's demographics; and (2) a survey of Emory's faculty, staff and graduate students.



With a response rate of nearly 27 percent, the survey, along with the analysis, produced useful data that helped shape a plan for future dependent care programming. Some of the challenges reported by survey respondents included securing emergency back-up care and access to affordable quality child care centers. Respondents also expressed a desire for more flexibility in their work hours and the need for full-day summer programming on or near Emory's campus. The chart below illustrates some of the survey findings:



\* 25% of those caring for an aging adult considered leaving Emory or taking a long-term leave of absence due to difficulties related to care



### FUTURE PROGRAMMING

Emory plans to increase awareness of current resources and support and develop training to help employees and managers with challenges related to dependent care. Emory also has plans to enhance support for employee caregivers, particularly those caring for aging and sick adults.

# Workplace Flexibility



Over the past five years, the demand for workplace flexibility has significantly increased. WorldatWork estimates that 16 million employees work at home at least one day a month, a number that increased almost 62% between 2005 and 2010. The demands of family, advances in technology, the rising cost of fuel, and unusually long commute times are just a few of the reasons for the increased interest.

Research has shown that workplace flexibility programs such as a flexible schedule, compressed work weeks and telecommuting can be an important factor in attracting and retaining talent. To respond to the changing needs of Emory's faculty and staff, the Emory WorkLife Resource Center promotes workplace flexibility as a viable working solution, offers resources and guidance to employees and managers, and seeks to increase the number of flexible work programs across campus through proactive consultation.

In 2011, the WorkLife Resource Center, in partnership with Emory's Office of Institutional Research, Planning and Effectiveness, conducted a campus-wide survey of Emory staff. The confidential survey identified some key issues and themes surrounding this topic:

- Approximately 64% of survey respondents reported that they currently participate in a flexible work option. Of those, 10% telecommute; 21% work a flexible schedule; 1% have a compressed work week; and 32% use a combination of flexible options.
- There was a noticeable difference in overall job satisfaction between flexible and traditional workers.
- Respondents rated the ability to effectively manage work and personal responsibilities as the greatest benefit from flexibility.
- Managers reported that the highest benefit to offering flexibility is increased job satisfaction.
- 19% of responding managers felt that Emory's leadership was supportive of workplace flexibility.



## WEB STATISTICS

WorkLife Resource Center's web site utilization from April 1, 2009 to September 1, 2012:

Total Visitors Since Inception: **149,000**

Total First Time Users: **99,500 from 163 countries**

Total Page Views: **400,000+**

Most Frequently Accessed Topic: **Workplace Flexibility**

"The WorkLife Resource Team has done an extraordinary job of identifying and responding to the various needs of our faculty and staff. They have implemented meaningful programs and made valuable resources available. My heartfelt congratulations and gratitude for five years of dedicated service."

Betsy Hames, SPHR, Director, Human Resources Development & Alumni Relations



# Financial Programs



Financial planning and support are not only integral to sustaining individuals but also in providing them with opportunities to thrive. To specifically address the financial needs of Emory's faculty and staff, the following programs were implemented in 2010:

## FINANCE MATTERS WORKSHOP SERIES

The Emory WorkLife Resource Center launched Finance Matters, a series of workshops designed to teach the fundamental aspects of personal financial planning. With topics covering debt management, retirement planning, estate planning, home buying, insurance and more, the Center has held 43 free workshops since 2010, serving approximately 1,650 participants.

## EMORY UNIVERSITY HARDSHIP FUND

Sponsored by the Employee Council, the Emory University Hardship Fund was established to provide financial assistance to those faculty and staff members who suddenly find themselves experiencing a temporary financial hardship due to a catastrophic event. Funded by voluntary donations (mostly from Emory faculty and staff), the Hardship Fund has helped numerous Emory employees who faced unexpected financial challenges. As of October 2012, the Hardship Fund has received \$69,261 in donations and has awarded \$48,753 to program applicants.

## HARDSHIP FUND AT-A-GLANCE\*

Number of Hardship Applications Received	123
Number of Eligible Applications	67
Number of Awards Granted	33
Total Donations Received	\$69,261
Total Dollars Awarded	\$48,753
Average award amount	\$1,477
Highest award amount	\$2,000
Lowest award amount	\$385

\* Data as of October 1, 2012

"The WorkLife Resource Center contributes to the recruitment and retention of Emory's faculty. Specifically, it recognizes the salience of non-academic roles in the lives of faculty members and supports the faculty in their commitment to professional and personal satisfaction and success."

Claire Sterk, PhD,  
Sr Vice Provost, Academic  
Affairs, Office of the Provost



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# In Closing

## FROM THE DIRECTOR

After five years of hard work and dedication, the staff of the Emory WorkLife Resource Center is pleased to present our inaugural report on the progress towards fulfilling the objectives and recommendations of the WorkLife Task Force.

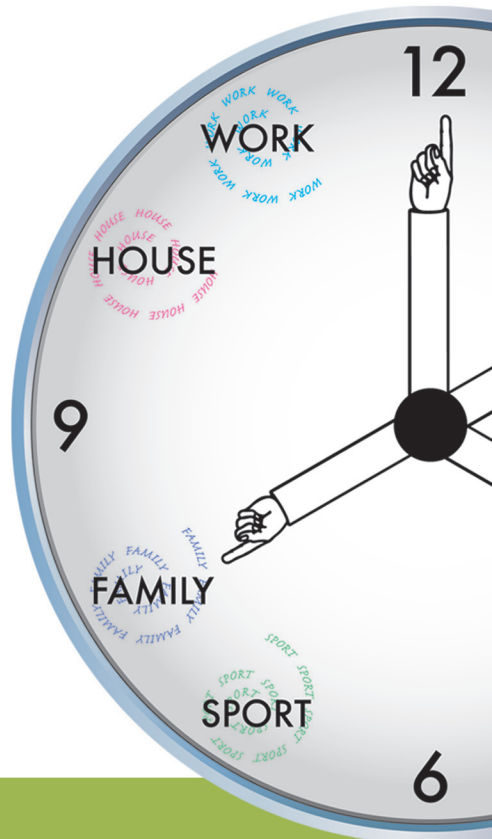
Our initial focus was to build a robust infrastructure to meet the needs of Emory's diverse population. This included forming an advisory group to assist us in prioritizing the 94 recommendations of the Task Force, building a network of internal partnerships including, but not limited to FSAP, Emory Center for Health & Aging, Employee Council, and Faculty Life Course Committee. With a solid foundation in place, we worked to identify existing work-life resources that were already available on Emory's campus, and then set about creating a one-stop portal ([www.worklife.emory.edu](http://www.worklife.emory.edu)) for accessing those resources.

With the hiring of a full-time, dedicated staff, we were able to address the gap in dependent care resources and manage the various programs and services listed in this report. We have been able to design, create and implement child care programming that serves Emory's faculty, staff and graduate students. Because adult caregiving can be one of the most demanding and emotional work-life challenges, over the next year, our staff will work towards implementing more support and resources for the Emory community.

Workplace flexibility is, by far, one of the most effective programs for establishing a strong work-life culture. We will also continue to build positive momentum towards making Emory a flexible employer of choice. This includes equipping our managers and our workforce with the tools and techniques they need to fully utilize and implement flexibility in their workplaces.

The WorkLife staff would like to thank the numerous leaders, managers and advisory group members who have helped us to bring this initiative forward and keep it sustained. We could not have made it this far without your help!

**John Kosky**  
Director, WorkLife & Compensation



# Acknowledgements

*We would like to thank the following individuals for their support:*

## **WorkLife Executive Steering Committee Members**

- Peter Barnes, Vice President, Human Resources, Co-Chair, WorkLife Task Force
- Rosemary Magee, Vice President & Secretary, Co-Chair, WorkLife Task Force
- Sharon Weiss, Associate Dean, Faculty Dev, Emory School of Medicine
- Claire Sterk, Senior Vice Provost, Academic Affairs, Office of the Provost
- John Ford, Senior Vice President, Campus Life
- Matthew Early, Vice President, Campus Services
- Lisa Tedesco, Dean, Laney Graduate School
- Charlotte Johnson, Sr Vice Provost for Administration, Office of the Provost
- Gary Teal, Chief Administration Officer, Woodruff Health Science Center
- Theresa Milazzo, Associate Vice President, Human Resources

## **WorkLife Advisory Group Members**

- Randall Strahan, Associate Professor, Political Science
- Betsy Hames, Director, Human Resources Development & Alumni Relations
- Lisa Newbern, Chief of Public Affairs, Yerkes, Past Chair PCSW
- Julie Seaman, Associate Professor, Law, Chair, Faculty Advancement Subcommittee
- Kathryn Wynes, Director, Employee Relations, Human Resources Division
- Anadri Chisolm-Noel, Associate Director, Learning & Organizational Development
- Jill Perry-Smith, Assistant Professor, Goizueta Business School
- Shelle Bryant, Project Coordinator, RSPH, Center for Aids Research
- Heather Mugg, Associate Vice Provost, Office of the Provost
- Sabrina Burnett, Human Resources Associate, The Carter Center
- Sunday Buge, Operations Manager, Yerkes Main Station
- Laura Papotto, Sr Dir, Operations, Emory College Administration
- Katie Lloyd, Senior Asc Director, MBA Admission, Goizueta Business School
- Dee Sneed, Assistant Director, Building Services, Campus Services
- Thomas Manns, Police Sergeant, Emory Police Department
- Pat Marsteller, Director of Emory College Center for Science Education
- Robin Worthy, Sr Research Project Coordinator, Employee Council Representative
- Rhonda Fuss, Sr Director, IT Strategic Support, Information Technology

## **Special Advisors to the Emory WorkLife Resource Center**

- Amy Adelman, Managing Attorney
- Kim Pate, Director, Assistant Vice President, Cash/Debt Management
- Ciannat Howett, Director, Sustainability
- Dona Yarbrough, Director, Center for Women

## **To Learn More**

For more information about the Emory WorkLife Resource Center, contact us at 1599 Clifton Road NE, Suite 5.316, Atlanta, GA 30322; phone (404) 727-8000; [www.worklife.emory.edu](http://www.worklife.emory.edu). You can also follow us on Twitter!

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