

THE UW-EAU CLAIRE FOCUS FOR ACTION: IMPLEMENTING *EQUALITY FOR WOMEN IN THE UNIVERSITY OF WISCONSIN SYSTEM*

Submitted: December 22, 2000

BACKGROUND

In the fall of 1998, President Lyall established the UW System Initiative on the Status of Women. The intent of this initiative was to provide a systematic review of the climate for women within the UW System. This review would then provide a systematic approach for addressing gender issues at both the System and institutional level in much the same way that *Plan 2008: Education Quality through Racial/Ethnic Diversity* had addressed diversity issues.

After gathering data through surveys, focus groups, and data analysis, the Committee on the Status of Women in the UW System identified recommendations that could be made in five broad areas. It called upon the individual institutions and the System to examine these areas of concern in order to improve the overall climate for women:

- **Expand educational opportunities for women students**
 - Encourage women to enter the physical sciences, mathematics, engineering, and computer/informational sciences
 - Increase the number of women students of color and create a more welcoming educational and social environment
 - Address access to higher education for women disadvantaged by economics, welfare status, or family responsibilities
 - Parity between men and women in athletics
 - Some Women's Studies programs operate with small budgets and lack line faculty
- **Increase the hiring, promotion, and retention of women faculty, academic staff, and classified staff**
 - Special efforts need to be made to recruit women faculty in the biological and physical sciences, mathematics, and engineering
 - Equity of workload between male and female assistant professors must be monitored and if significant workload differences are identified, they must be remedied
 - Increase the number of women executives and administrators in the top salary classes by bringing more women into the "pipeline"
 - Identify clear career paths for academic staff
 - Provide professional development, mentoring, and networking opportunities for academic staff
 - Consider instructional academic staff who are qualified to be faculty to be fairly considered for faculty positions

- Classified staff issues focus primarily on DER/state civil service rules, classifications, career ladders, etc. Individual institutions and UW System cannot change these, although System can continue to make a case for the needed revisions. Three areas do appear to be under institutional control
 - Supervisors need to be trained to set clear job expectations, evaluate performance, and give clear feedback
 - Creation of more and better professional development
 - Build a culture in which contributions of employees are valued without discrimination on the basis of sex or employee classification
- **Make the learning and working environment more welcoming to women, and especially women of color and women who identify as lesbian, bisexual, or transgendered**
 - Concern that climate for women of color is not the same as the climate for white women
 - Lesbian /bisexual faculty and staff suggest anything but heterosexuality feels unsafe and untenured faculty face pressures to conceal sexual identity or excel beyond normal expectations in order to overcome prejudices among students and faculty
 - Need for public statements and workshops on how to build an inclusive climate
 - Each campus needs to review its system for responding to complaints and must assure a venue for complaints that all members of the university community can view as respectful, responsive, fair, and effective
 - Faculty and academic staff asked for a clearly designated advocate or ombudsperson for women to provide a confidential source for information and advice and advocate for changes in policy or practice
 - Safety concerns noted isolation or darkness of drop-off and pick-up sites for state vans
 - Night escorts for late night work
- **Provide conditions that allow for balancing work and personal life**
 - Campus childcare needs to include care for infants, slots are not always available, costs are too high, hours not enough, and no way to cover for snow days.
 - Financial basis for campus childcare needs review to get beyond reliance on segregated fees and user fees for funding and bring alternative funding into the mix
 - Ensure that family leave policies are publicized and that all supervisors, including university department chairs and administrators, are familiar with the provisions of federal and state laws
 - Flexibility in the workplace needs to be promoted through job sharing, flex-time, and part-time work on a full-time pay basis
 - Scheduling of meetings should take into consideration personal and family responsibilities

- Provision of domestic partner benefits that are equal to those for married couples and recognition of domestic partners as “immediate family” when granting family leave or spousal hires
- **Create an effective organizational structure for improving the status of women in the University of Wisconsin System**
 - Each institution should put in place a committee on the status of women
 - Need for a UW System office on the status of women
 - Each institution needs to put in place a comprehensive set of initiatives to address challenges on that campus

IMPLEMENTATION PROCESS AT UW-EAU CLAIRE

After *Equality for Women* was received at UW-Eau Claire in late February, the Chancellor charged Barbara Stevens, the Assistant to the Chancellor for Affirmative Action, with coordinating the response process. In order to provide a framework for addressing these key areas of concern at UW-Eau Claire it was essential that the extensive information already collected through comments made on our campus climate surveys, faculty and staff exit interviews, and the audit and review of the Affirmative Action Office was examined. Not only did we want to identify areas of concern, it was also essential that we identify and then build upon those strengths already in place.

Following that compilation of information, a number of people who were familiar with various programs, such as financial aids, admissions, adult opportunity, mathematics education, women studies, the university foundation, etc., were invited to attend a one-time, brainstorming session specifically targeted toward identifying best practices already in place. Although not all invitees were able to attend, those who did were able to determine that UW-Eau Claire already has in place many of the “best practices” suggested in the System report; however, none were targeted exclusively toward women and some were poorly publicized or needed to be expanded upon.

In addition, that group noted the university had recently made a series of recommendations to increase diversity as part of *Plan 2008* and student recruitment and retention as part of the *Report of the Strategic Advisory Committee on Student Recruitment, Orientation, First Year Experience, and Retention*. Some initiatives suggested in each of these reports also result in improving the climate for women in the System. These then would also need to be repeated in any action plan that was developed in response to *Equality for Women*.

Using the information gathered from this variety of sources, a very rough draft of the focus for action was done and shared with members of the Chancellor’s administrative staff for their reactions. Comments from this group helped identify the various administrators and university offices that would need to assume responsibility for some of the recommendations and this information was included in the first public draft.

This first draft was submitted to the UW-Eau Claire Commission on the Status of Women, which had been reestablished during the summer, and was the focus of broad discussion across campus. The entire text was posted on the web pages of both the Affirmative Action Office and the University Senate. It was also sent in paper format to all department chairs, unit directors, student senate representatives, members of the Affirmative Action Advisory Council, and all members of the University Senate. Members of the Commission also led discussion about the proposed initiatives at the University Senate, the Student Life and Diversity Committee of the Student Senate, the Women Studies Curriculum Committee, and meetings of the Commission itself. All suggestions and commentary about the draft were shared with all Commission members and then discussed at seven open meetings of the Commission. Each of these meetings was announced the week preceding the meeting to all members of the university community.

Finally a second draft was prepared which incorporated many of the suggestions and comments that had come from across the UW-Eau Claire campus community. This draft was also reviewed and additional revisions were suggested for inclusion in this final draft. Ultimately, all members of the UW-Eau Claire campus community will benefit from this systematic effort to identify new and continuing areas of emphasis to meet current and future needs of women students and staff and to have a long range vision in place for addressing unmet needs.

A summary of the goals, the practices to continue, and suggested initiatives to be considered follows:

GOAL 1: EXPAND EDUCATIONAL OPPORTUNITIES FOR WOMEN STUDENTS

BEST PRACTICES, WHICH SHOULD BE CONTINUED

- ✓ Blugold Fellowship targeted toward students interested in collaborative one-on-one research with faculty (98-99: 12F,8M; 99-00: 24F,12M; 00-01:21F,15M)
- ✓ Foundation scholarships targeted toward single parents (98-99 7F,0M; 99-00: 13F, 0M; 00-01 17F,0M)
- ✓ Shifting financial aid award philosophy in order to provide maximum funding to cover child care, etc. (98-99: 52F,3M; 99-00: 45F,5M; 00-01: 49F,1M)
- ✓ Athletic program monitors Title IX compliance carefully and includes opportunities for competition to accommodate interest level of women athletes and provides comparable funding, travel, equipment, and staffing
- ✓ Campus climate survey monitors the climate for students, especially women and students of color at a five year interval
- ✓ The history curriculum requires all majors to take at least one course in women's history or family history.
- ✓ McNair grants fund collaborative undergraduate research.

- ✓ Continue UW-Eau Claire's institutional membership in the American Association of University Women. The designated AAUW university representative publicizes the availability of grants and fellowships, and serves as a resource to women on campus. The membership provides an opportunity to nominate faculty and students to awards panels and symposia planning committees, as well as for awards for scholarly research that relates to the improvement of education for girls in the math and science fields

Possible Initiatives for Goal 1

1. Analyze the data on the climate for women of color as a separate focus in the campus climate for students' survey.
 - Point persons: AA Officer
 - Others involved: Person hired to conduct and analyze survey
 - Cost: Minimal beyond cost of survey itself.
 - Outcome: Information on whether campus climate is different for women of color than it is for either men of color or white women.
 - Time frame: Next survey scheduled for Spring Semester 2003

2. Develop Visiting Women Scholars in Science, Math, and Computing as a program that is similar to the Visiting Minority Scholars/Artists program.
 - Point persons: Provost, UWEC representatives to the Wisconsin Women in Science Program, Affirmative Action Officer
 - Others involved: Chancellor, Deans, President of the UW-Eau Claire Foundation
 - Cost: \$10,000-\$15,000 would allow 2-4 scholars annually
 - Outcome: Provide role models for female students in disciplines with low female participation. Would also assist in attracting and retaining faculty in these areas. (Goal #2)
 - Time frame: Explore costs in 2000-01. Implement beginning Spring 2002.

3. Review current pre-college programs and identify new ones to ensure that girls and young women are attracted to and kept interested in the sciences and math in grade school and high school
 - Point person: Director of Academic and Career Services, American Ethnic Coordinating Office, Continuing Education, Leadership Institute, UWEC representatives to the Wisconsin Women in Science Program
 - Others involved: Faculty of the science departments, Computer Science, and mathematics; Office of University Research
 - Cost: Little cost to review programs; cost involved would be in mounting new programs
 - Outcome: Attracting more young women into the pipeline to provide future scientists
 - Time frame: Begin review in 2001-02.

4. Seek to find ways that the U.W. - System Women and Science Program could be utilized more fully in the sciences.
 - Point persons: UW-Eau Claire representatives to the Wisconsin Women in Science program; Faculty and academic staff members of the departments
 - Others involved: Arts and Sciences Curriculum Committee
 - Cost: Little cost to identify possibilities; possible cost if new courses are developed
 - Outcome: More visibility for women and women's issues in the sciences
 - Time frame: Immediate and ongoing

5. Allocate FTE to Women's Studies so .20 positions may be used to "buy time" from the home department of instructors teaching women studies courses. {This would follow the model used by the UW-Eau Claire Honors Program.)
 - Point person: Provost
 - Others involved: Dean of Arts and Sciences, Women Studies Committee
 - Cost: \$40,000 – \$45,000 for 1.0 FTE to be divided
 - Outcome: Less dependent on staff teaching on an overload basis. Also would facilitate development of additional Women Studies courses representing a broad array of disciplines thereby resulting in a strengthened program
 - Time frame: Implement incrementally as funding and FTE availability allows.

6. Seek to develop targeted curriculum development collaboration grants between UW-Eau Claire women's studies instructors (sociology, history, anthropology, etc.) and science/math/and computing science instructors.
 - Point persons: Provost, President of the UW-Eau Claire Foundation, University Research Office, Women Studies Coordinator, UW-Eau Claire representatives to the Wisconsin Women in Science program
 - Others involved: Academic deans, University faculty and teaching academic staff members, Women Studies Curriculum Committee
 - Cost: Variable
 - Outcome: Ensures that women's issues and perspectives are seen as integral to all the disciplines and not merely a "special interest" to be included only in Women Studies courses. Also will lead to additional courses that will result in more educational opportunity for students.
 - Time frame: Immediate and ongoing

7. Work with the UW-Eau Claire Foundation to begin working toward attracting funding for an endowed professorship in Women Studies.
 Point persons: President of UW-Eau Claire Foundation, Women Studies Coordinator
 Others involved: Women Studies Curriculum Committee
 Cost: No cost if included in ongoing foundation efforts
 Outcome: Enhanced visibility for Women Studies program and increased program array with no increase in FTE needed for staffing
 Time frame: Immediate and ongoing

8. Create a committee to develop programming and explore means of attaining a long-range goal of having a permanent source of funding for Women's History Month.
 Point person: Women Studies Coordinator, President of the UW-Eau Claire Foundation
 Others involved: Dean of Arts and Sciences, Provost
 Cost: Little cost initially
 Outcome: Provides opportunities for nationally known speakers who would lend greater visibility to women's issues and the Women Studies program.
 Time frame: Immediate and ongoing

9. Sensitize administrators, instructional faculty, and staff to the presence of returning adults, the value of their experiences, and the need to accommodate occasional absences of students for family or business responsibilities.
 Point person: Dean of Students, Adult Opportunity Office, Academic Deans
 Others involved: Students who are parents, Academic and Career Services, Counseling Services, AA Officer
 Cost: Minimal cost to sensitize campus
 Outcome: More flexibility and reduced pressure on returning adult students. Encourage recruitment and enhance retention of returning adult students.
 Time frame: Begin to implement immediately

GOAL 2: INCREASE THE HIRING, PROMOTION, AND RETENTION OF WOMEN FACULTY, ACADEMIC STAFF, AND CLASSIFIED STAFF

BEST PRACTICES, WHICH SHOULD BE CONTINUED

- ✓ Analysis of retention, promotion, and salary of faculty women ensures that faculty women are equitably treated
- ✓ Campus climate survey monitors the climate for employees, especially women and people of color on a five year basis
- ✓ Continual evaluation and revision of the recruitment process and documentation required
- ✓ Academic Staff Professional Development grants

- ✓ Time Reassignment Incentive Program for faculty
- ✓ Classified Staff Professional Development Grants
- ✓ Classified Staff Professional Development Seminars
- ✓ Staff development workshops for classified staff
- ✓ Network for Excellence in Teaching Grants (NET)
- ✓ University Research and Creative Activity Grants
- ✓ Continue to ensure that the distribution of grant awards to women at UW-Eau Claire is equitable
- ✓ Mentoring programs for faculty and teaching academic staff
- ✓ Scholarship program for children of classified staff
- ✓ Provision for stopping the tenure clock once
- ✓ Chancellor's support of several attendees to the WWHEL conference
- ✓ Women in Leadership initiative, partially supported by the UW-Eau Claire Foundation, for the Eau Claire area which is intended to build community among women in the region
- ✓ Continue mentoring LTEs and current classified employees, especially women and persons of color, on test taking and other skills needed to achieve permanent status or opportunity for advancement

Initiatives already listed in *Plan 2008* implementation plan

1. Develop a list of electronic resources in the various disciplines that are specifically targeted toward women that would be good resources to use in the recruitment process.
 - Point persons: Affirmative Action Officer.
 - Others involved: Department chairs, Directors, faculty and staff
 - Cost: Existing budget
 - Outcome: Increase number of qualified females in applicant pools
 - Time frame: Immediate and ongoing

2. Implement trailing partners/spousal hiring program
 - Point persons: Provost, Vice Chancellor, Deans
 - Others involved: Department chairs/unit director, University Senate, AAOfficer
 - Cost: Possible need for several positions. Some funding necessary.
 - Outcome: Increases hiring and/or retention of women faculty and academic staff
 - Time frame: Immediate continuation on a trial basis for 3 additional years

3. Evaluate orientation of new employees to UW-Eau Claire and modify as necessary
 - Point persons: Provost, Vice Chancellor
 - Others involved: Director of Personnel Services, AA Officer, Deans, Department chairs/unit directors, Network for Excellence in Teaching (NET) director, recently hired female employees
 - Cost: No new cost
 - Outcome: Ensure that information on programs and policies of interest to women will be included in orientation
 - Time frame: Immediate and ongoing

4. Explore developing a means to recognize the time and effort women and people of color put into serving on committees and serving as mentors because of their gender or race and not because of their academic expertise.
 - Point persons: Faculty and Academic Staff personnel committees, Departmental Personnel Committees
 - Others involved: Provost, Vice Chancellor, Deans, Directors
 - Cost: Possible need for FTE
 - Outcome: Serving on committees takes time from one's academic research and scholarship that can result in being passed over for promotion and merit consideration. Recognizing the value of service and serving as a role model would help offset this.
 - Time frame: Immediate and ongoing

Possible New Initiatives for Goal 2

5. Investigate creation of a mentoring program for classified staff
 - Point Persons: Director of Personnel Services, Vice Chancellor for Business and Student Services
 - Others involved: Classified staff supervisors, Unions
 - Cost: Released time for mentors
 - Outcome: More rapid acculturation and sense of belonging
 - Time frame: Immediate and ongoing

6. Explore creation of a mentoring program for non-teaching academic staff members
 - Point Persons: Faculty and Academic Staff Personnel Committees, Provost, Vice Chancellor
 - Others involved: Unit directors
 - Cost: Released time for mentors
 - Outcome: More rapid acculturation and sense of belonging
 - Time frame: Immediate and ongoing

7. Train supervisors of classified staff to set clear job expectations, evaluate performance, and give clear feedback
 - Point Persons: Director of Personnel Services, Personnel managers.
 - Others involved: Classified staff supervisors, Deans, Directors
 - Cost: Existing budget
 - Outcome: Sense of fair evaluations being done and more comfort with the jobs
 - Time frame: Immediate and ongoing

8. Explore the possibility of developing a “Grow Your Own” program to expand pool of applicants in underutilized disciplines by hiring at master’s level and providing partial support for doctoral work [NOTE: This is included in *Plan 2008* for piloting. Since several reservations have been expressed about including this initiative in the UW-Eau Claire plan for addressing *Equality for Women*, any piloting to be done will be done only for persons of color as covered by *Plan 2008*.]
 - Point persons: Deans, Vice Chancellor, Provost,
 - Others Involved: University Senate, Department chairs/Unit directors, Affirmative Action Officer, University Foundation
 - Cost FTE for 2 positions annually (8 individuals at .25FTE support) and approximately \$80,000 new funds
 - Outcome: Determine whether the possibility of increasing women faculty in disciplines where diverse pool of potential applicants with terminal degrees is small is sufficient to outweigh the concerns about difficulty finishing the degree, taking time away from building a record of scholarly activity for tenure, and possible overloading others in the department.
 - Time frame: Explore possibilities and consult governance if FTE flexibility and funding becomes available

9. Review the current Faculty Mentoring Program to ensure that needs of a new faculty cohort are being met
 - Point persons: NET Director, Faculty Personnel Committee
 - Others Involved: Commission on the Status of Women
 - Cost: Minimal
 - Outcome: Increased comfort with university and departmental expectations may contribute to retention of qualified new faculty.
 - Time frame: Immediate and ongoing

10. Explore creation of an Administrative Internship position in academic affairs for which people could apply.
 - Point persons: Chancellor, Provost.
 - Others involved: University governance.
 - Cost: .5 – 1.0 FTE and \$40,000-\$60,000.
 - Outcome: Visible effort to provide administrative experience to enable people to determine if they wish to pursue a career in administration.
 - Time frame: Immediate and ongoing for exploration; implementation dependent on availability of FTE and funding. (Background 2/4 Assoc. VCs, 2/4 deans, 4/7 Assoc. Deans, 3/7 Asst. Deans, 9/25 Directors, plus Administrative Officer, Assistant to the Chancellor for Affirmative Action, and the Special Asst. to the Chancellor are women)

11. Explore released time for faculty and staff to assist department chairs or unit directors with administrative responsibilities.
 - Point persons: Provost, Vice Chancellor, Deans
 - Others involved: Chairs, Directors
 - Cost: released time for faculty and staff
 - Outcome: Opportunity for more people to experience administrative responsibilities and if they find it interesting it will increase people potentially in the administrative “pipeline”
 - Time frame: Immediate and ongoing (Background: Currently 7 of 32 chairs and 9 of 25 of the directors are women)

12. Pursue authorization to grant a tuition break for dependent children of staff when they elect to attend a school in the UW system
 - Point persons: Chancellor, Provost, Vice Chancellor
 - Others involved: Director of Financial Aids
 - Cost: Variable, but would have a cost in reduced tuition
 - Outcome: More incentive to remain at UW-Eau Claire for people with children approaching college age
 - Time frame: Exploration with system immediate and ongoing

13. Establish a contact at Chippewa Valley Technical College to work with in helping UW-Eau Claire recruit classified staff for trades positions.
 - Point Persons: Director of Personnel Services
 - Others involved: None
 - Cost: Staff time
 - Outcome: May increase the women in the pool for positions dominated by males
 - Time frame: Immediate and ongoing

14. Initiate a regular monthly lunch-hour gathering for women to regularly talk about common issues across campus and build community
 Point Persons: Commission on the Status of Women
 Others involved: Women in Higher Education, Wisconsin Women in Higher Education Leadership
 Cost: None
 Outcome: Would provide an opportunity for campus women to build community and possibly result in increased retention
 Time frame: Immediate and ongoing
15. Seek to identify ways to make it easier for classified staff and LTEs to earn degrees, either bachelors or masters. This might involve such things as providing flexible hours for attending classes and the ability to take occasional leaves-without-pay during times when the student load is particularly heavy.
 Point Persons: Chancellor, Provost, Vice Chancellor
 Others involved: Director of Personnel Services, Department Chairs, Directors
 Cost: Minimal
 Outcome: Classified staff members who are able to compete for more advanced positions.
 Time frame: Immediate and ongoing
16. Work with the UW-Eau Claire Foundation to begin a scholarship to fund post-secondary education for current classified staff members .
 Point persons: President of UW-Eau Claire Foundation, Vice Chancellor
 Others involved: Director of Personnel Services
 Cost: No cost if included in ongoing foundation efforts
 Outcome: Enhanced opportunity for classified staff members to advance; increased job satisfaction
 Time frame: Immediate and ongoing

GOAL 3: MAKE THE LEARNING AND WORKING ENVIRONMENT MORE WELCOMING TO WOMEN, AND ESPECIALLY WOMEN OF COLOR AND WOMEN WHO IDENTIFY AS LESBIAN, BISEXUAL, OR TRANSGENDERED

BEST PRACTICES, WHICH SHOULD BE CONTINUED

- ✓ Stopping the tenure clock
- ✓ Scholarship for classified staff
- ✓ Continue providing opportunities that show women faculty, academic staff, and students as role models doing active research and scholarly activities. Examples include the Faculty and Academic Staff Forum series and the annual UW-Eau Claire Student Research Day, which highlights collaborative student-faculty/academic staff research.
- ✓ Providing career counseling, help with resume development, and advice for finding employment to spouses and partners of UW-Eau Claire employees

- ✓ Granting UW-Eau Claire identification cards to spouses and partners of employees which enable them to use recreational facilities, the library, and to attend programs at same cost as for staff members
- ✓ Offering programming about heterosexism as well as gay, lesbian, bisexual, and transgendered issues to faculty and staff and in the classroom
- ✓ Continue to allow LTEs to take classes and remain employed as LTE rather than being transferred onto the student payroll
- ✓ Trial spousal hiring program applies to both partners and spouses
- ✓ Availability of escort for late-night workers
- ✓ Transportation on Eau Claire bus service funded through student segregated fees
- ✓ Review system for responding to complaints as a part of the periodic process of internal review of the Office of Affirmative Action
- ✓ Women in History Month Research Awards for student research
- ✓ Commission on the Status of Women will identify specific concerns of campus women, seek background information related to those concerns, and recommend to the Chancellor possible means of addressing those concerns
- ✓ Conducting the Survey of the Campus Climate for Employees at appropriate intervals

Possible Initiatives for Goal 3

1. Review funding and staffing of the Women Studies Program, especially in light of the analysis done by the Women Studies Committee and in comparison to programs at sister institutions

Point persons: Provost, Dean of Arts and Sciences, Women Studies Coordinator

Others involved: Women Studies Curriculum Committee, Academic Policies Committee

Cost: No cost for review, cost would come if changes were made

Outcome: Determine if need for permanent staffing exists and whether funding and positions are available

Time frame: Immediate and ongoing for review

2. Explore creation of ombudsperson familiar with gender relations to advocate for women's concerns.

Point person: Chancellor

Others involved: Provost, Vice Chancellor

Cost: No cost for consideration, cost would come if person appointed.

Outcome: Determine if the need exists for access to solid information on gender and advocacy beyond that the Commission on the Status of Women, Adult Opportunity, and the Dean of Students can provide.

Time frame: Begin in 2001-02 and ongoing.

3. Review ongoing LTE positions on a periodic basis to ensure that use of LTE rather than permanent classified staff is appropriate
 - Point person: Vice Chancellor, Director of Personnel Services
 - Others involved: Department chairs, Unit directors
 - Cost: No cost for review; FTE needs to be available for any position identified for permanent staffing as opposed to LTE
 - Outcome: To ensure that long-term use of LTEs is done appropriately
 - Time frame: Begin in 2001-02 and continue on routine basis

4. Work with groups such as Equality to provide information and encouragement for the UW System to seek changes in policies and laws so that domestic partner benefits are available to UW employees.
 - Point persons: Chancellor, Provost, AA Officer
 - Others involved: Payroll and Benefits staff, UW-Eau Claire governance
 - Cost: No cost
 - Outcome: Would make UW System more competitive in hiring (enhancing Goal 2 as well) as well as making GLBT staff feel they are being equitably treated
 - Time frame: Immediate and ongoing

5. Ensure that best practices are publicized and people know how to take advantage of them.
 - Point persons: Chancellor, Provost, Vice Chancellor for Business and Student Services, University governance
 - Others involved: Dean, Directors, Department Chairs
 - Cost: No cost
 - Outcome: Would enable people to take advantage of practices already in place to improve the working and educational environment for employees and students.
 - Time frame: Immediate and ongoing

6. Ensure that university police are visible on campus at night and that women are able to report crimes, especially assault and sex crimes, to female police officers by ensuring that female officers are available on campus during the night shift and by seeking to add more qualified women to the force.
 - Point persons: Director of Public Safety, Vice Chancellor, Associate Vice Chancellor, Union members
 - Others involved: Residence hall staff, student senate
 - Cost: Minimal cost
 - Outcome: Would reduce fear students have about reporting sexual assault and other gender-based crimes to a male officer. By having a female officer available at night when the majority of the crimes are committed the number of crimes reported and the accuracy of details may increase.
 - Time frame: Rescheduling should be immediate and ongoing; adding more women to the force may require that the union consider waiving the transfer rights

7. Explore different vehicles for including information about campus safety, policies, and people to contact
 - Point persons: Provost, Dean of Students, Freshman Experience Coordinator, Residence hall directors, and appropriate curriculum committees
 - Others involved: University faculty and teaching academic staff
 - Cost: Minimal
 - Outcome: Students gain a better understanding of acceptable/unacceptable behavior and know how to go about obtaining help when problems arise
 - Time frame: Immediate and ongoing

8. Explore the feasibility of creating a student-run Women's Center which is available 24-hours a day and provides a safe space as well as offering programming on a variety of issues
 - Point persons: Student Senate, Women Studies Committee
 - Others involved: Health Services, Counseling Center, and Provost
 - Cost: Space and furnishings
 - Outcome: Students would have a central location to obtain information, discuss concerns, do programming, and collaborate with other offices and groups on campus
 - Time frame: Discussion should begin now in the context of collaboration with the Equality Resource Center and proceed parallel to planning for the expansion of Davies Center as that might provide a logical physical location for the center

GOAL 4: PROVIDE CONDITIONS THAT ALLOW FOR BALANCING WORK AND PERSONAL LIFE

BEST PRACTICES, WHICH SHOULD BE CONTINUED

- ✓ Stopping the tenure clock
- ✓ Campus childcare summer program for school age children to age 10
- ✓ Job-sharing, part-time employment, and flex-time is possible
- ✓ An accredited campus childcare program is available for children age 2+

Possible Initiatives for Goal 4

1. All staff and supervisors, including department chairs and unit directors, should be informed of the availability of personal counseling about various leave policies and laws including how employees make use of these policies and laws.
 - Point persons: Provost, Vice Chancellor, Personnel Services benefits staff
 - Others involved: Deans, Directors, Department chairs
 - Cost: No cost
 - Objective: To ensure that all employees know what options are available to them and have access to the leaves to which they are entitled in order to handle family emergencies.
 - Time: Immediate and ongoing

2. Extension of childcare to include care for birth to two-year-olds should be explored to determine if a need exists and if providing that care is feasible.
 - Point persons: Vice Chancellor, Associate VC for Student Services, Director of Children's Center
 - Others involved: Provost, Student government
 - Cost: Significant cost for staffing, equipment, and space
 - Objective: To partially meet the critical shortage of infant care providers in the Eau Claire area and make convenient, quality care for children of students and employees available
 - Time: Immediate beginning of exploration and continuing as decisions are made regarding replacement of Park School and possible relocation of Children's Center

3. Work with Chippewa Valley Technical College and other Eau Claire employers to seek a community solution to the common problem of lack of infant care that is faced by their employees
 - Point persons: Vice Chancellor, Director of Children's Center
 - Others involved: Chancellor
 - Cost: Little initial cost; potential for greater cost if program is developed
 - Objective: Address the shortage of infant care that is noted by both UW-Eau Claire students and employees
 - Time: Immediate and continuing

4. Encourage supervisors, department chairs, and unit directors to consider splitting positions in order to facilitate job-sharing and part-time employment
 - Point persons: Provost, Vice Chancellor, Director of Personnel Services
 - Others involved: Deans, Unit Directors, Department Chairs
 - Cost: Additional cost to provide full benefits for two employees sharing one position
 - Objective: To provide flexibility for employees to meet family obligations without having to terminate employment
 - Time: Immediate and continuing

5. Administrators need to set an example by taking family responsibilities into consideration when setting meeting times and by encouraging others to do the same
 - Point persons: Chancellor, Provost, Vice Chancellor
 - Others involved: Deans, Unit Directors, Department Chairs
 - Cost: Minimal cost
 - Objective: To raise the consciousness of multiple demands upon the time of working people, especially women with the goal of having afternoon or early morning meetings scheduled only after alternatives have been ruled-out
 - Time: Immediate and continuing

6. Additional sources of funding for childcare should be investigated and pursued if appropriate for the UW-Eau Claire campus program and its accreditation status
Point persons: Director of Children Center, Assistant Dean of University Research
Others involved: Vice Chancellor, Student Senate
Cost: Minimal cost
Objective: To identify grant and program funding that could help defray cost of childcare or to enable the Children's Center to develop new programs
Time: Immediate and continuing
7. Explore the feasibility of non-traditional work arrangements such as telecommuting
Point persons: Provost, Vice Chancellor, Director of Computing and Networking Services
Others involved: Department Chairs, Directors
Cost: Minimal cost to explore feasibility, possible infrastructure costs if implemented
Objective: To allow employees flexibility to meet family responsibilities while meeting work responsibilities as well.
Time: Immediate and continuing
8. Determine the feasibility of expanding the Children's Center's regular daytime hours from a 5:00 pick-up to a 5:30 pick-up
Point persons: Vice Chancellor for Business and Student Services, Director of Children's Center, Student Senate
Others involved: Students and staff who are parents of children at the Children's Center
Cost: Additional hours of staffing
Objective: To allow employees with children at the Center to remain at meetings or classes which end at 5 p.m.
Time: Immediate and ongoing

GOAL 5: CREATE AN EFFECTIVE ORGANIZATIONAL STRUCTURE FOR IMPROVING THE STATUS OF WOMEN IN THE UNIVERSITY OF WISCONSIN SYSTEM

BEST PRACTICES, WHICH SHOULD BE CONTINUED

- ✓ Continue the Commission on the Status of Women
- ✓ The UW System is in the process of creating a System Office on the status of women

As UW-Eau Claire has attempted to respond to *Equality for Women in the University of Wisconsin System*, it has become clear that UW-Eau Claire alone cannot accomplish some initiatives. We need assistance from a variety of sources including the unions, UW System, and the legislature to remove some of the road-blocks that appear to prevent us from fully addressing some of the issues that have been raised. While there are undoubtedly other issues we have not identified, those noted during the preparation of this response are as follows:

State and System can help by

- Eliminating FTE cap on employment
- Broadbanding more positions
- Expanding experimental hiring process beyond Dane County so that people can be hired for classified positions based on experience rather than test ranking
- Seeking benefits for partners
- Establishing career ladders for non-teaching academic staff
- Revising GAP-25 to allow all employees to register for classes for credit without cost providing seats remain open in the class at the close of student enrollment
- Seeking paid maternity leave beyond the original sick-leave allocation available. This is especially important as the group most likely to be having children is also the group with less seniority and consequently less sick-leave available

Union could help by:

- Waiving transfer rights for campus police staff so we have a chance to get more qualified women on staff