

Two Steps Forward, One Step Back
Maintaining Optimism during Institutional Transformation

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Institutional Transformation Toolbox

1. Leadership endorsement (get written endorsement of the general value of workplace flexibility)
2. Be experts - foresee challenges and develop research-based arguments for each barrier erected
3. Rationale - develop elevator speeches; talking points; case statements
4. Philosophical Statement - similar to vision - always return to when countering arguments to maintain status-quo
5. Build a strong business case – bottom line advantages have been well documented and sell well
6. Work on multiple levels simultaneously: policy level and multiple levels of leadership to normalize & equalize implementation
7. Supervisor training – most frequent location of bottlenecks – engage union leaders when possible
8. Solicit public opinion and disseminate widely (focus groups, interviews, surveys, etc.)
9. Normalize conversation - lends credibility when topics are everywhere
10. Functional dormancy - use resistance delays to soften and normalize the issue
11. Plan for inclusivity (faculty, staff, students, various unions)
12. Be prepared for class issues, especially if unions are present with different collective bargaining agreements
13. Form partnerships with union leaders to heighten their awareness – frame work-life as an inclusivity issue that can benefit from a variety of viewpoints



URI Lactation Program

Funding:

- URI NSF ADVANCE Program
- Elsevier Foundation "Transitional Support Grant"
- URI contributions

Components:

1. Formal policy approved
2. 4 "Mother's Room" locations in operation across 3 campuses
3. Education and awareness – lunches, literature, speakers, award,
4. Data collection
5. Model development and dissemination

Strategies:

- developed strong, data-driven case statement
- relied on WL philosophical statement
- built the business case
- published public input on policy
- is very inclusive
- functional dormancy until award – new spotlight
- normalized sensitive topic - lactation as a "woman's issue" -
made visible and normative - showed societal relevance of
biological function

To do:

- supervisor training – OUR BIGGEST CHALLENGE
- continue to normalize conversation and increase awareness
- model development and dissemination
- finalize data collection & analysis

