Cultivating the “Knowledge Commons”

By Kathleen E. Christensen, Ph.D.

Kathleen Christensen, Ph.D. is the Program Director for the Workplace, Workforce and Working Families Program at the Alfred P. Sloan Foundation. Dr. Christensen has articulated strategies designed to have an impact on our understandings of work and family issues and to promote innovative approaches to research. Over the past six years, Dr. Christensen has continued to refine these strategies so that they continue to challenge research, practice, teaching, and policy.

In each issue of the Work-Family Research On-line Newsletter, Dr. Christensen shares her insights about research trends and emergent work and family challenges. In addition, her column discusses the cutting-edge strategies developed by the Alfred P. Sloan Foundation to enhance well-being of today’s working families.

Fundamentally, academics cherish the concept of the “common good.” We assume that the results of our knowledge-building activities will be “public,” and will become part of the “Knowledge Commons” – the body of knowledge that scholars draw from and contribute to. In contrast to businesses, which are more likely to view research as a proprietary endeavor, aca-

INTRODUCTION TO THE ISSUE

“Pushing the Boundaries of Communication in Work and Family Research” is the thematic strand that is woven throughout this issue.

We hope to highlight several of the innovative venues that are currently being used to disseminate information related to work and family both within and between various groups interested in work-family issues. In part, this issue was influenced by the number of exciting conferences, taking place around the world, as well as technology advancements that allow individuals to come together “virtually” to share information and resources. Roz Barnett has been an advocate for the importance of effectively communicating work-family research findings to diverse stakeholder groups. We extend a special thanks to Roz for writing the introduction to this issue.

Beyond the Academic Audience

By Rosalind Chait Barnett

The findings of work-life research, in contrast to those in most traditional areas of academic research, must reach well beyond an academic audience to be maximally beneficial. Public-policy makers, corporate executives, community leaders, union heads, employees, and their families constitute our audience. Ours is but one of many voices that reach the ear of those we must influence. Unfortunately, many who have influence on these stakeholders approach

continued, p2
Cultivating the “Knowledge Commons”, continued

demic institutions typically reward researchers for the contributions they make to the Knowledge Commons. The emphasis placed on publications, particularly peer-review journals, helps to ensure that theoretical insights and research findings become part of the Knowledge Commons.

Hardin’s classic essay, “The Tragedy of the Commons,” challenges us to consider the problematic nature of uncontrolled, self-interested use of common resources, such as grazing pastures. Is there a parallel “tragedy” connected to the Knowledge Commons?

Clearly, the sustainability of the Knowledge Commons is enhanced, not threatened, by increased use. Consequently, it does not make sense to apply the metaphor of overgrazing to the notion of the Knowledge Commons. However, the image created by Hardin can help us to think about the potential threats to the ecosystem of the Knowledge Commons. At the present time, there seem to be two realities that could produce a tragedy of the Work and Family Knowledge Commons: the possible retreat back into strict disciplinary traditions and the difficulties that might hinder the expansion of our collective sense of responsibility for the commons.

The rich, multidisciplinary tradition of the work and family area of study has produced a unique “biodiversity” to the Work and Family Knowledge Commons. Ultimately, the poly-vocal nature of this area of study will contribute to its sustainability.

However, it will be necessary for more of us to continue the rewarding but difficult work of cross-disciplinary discourse if we want to preserve this strength. It would, indeed, be a tragedy if work and family researchers regress into a pattern of interacting primarily with others trained in the same discipline.

If the Knowledge Commons is going to thrive, it will be necessary for us to foster a sense of shared responsibility for tending our Commons. We will need to become more conscious of our engagement in the civic duties associated with being a member of a community that shares common resources.

It is inspiring to consider the many examples of individuals who regularly and selflessly contribute to the Commons by purposefully cultivating the best in the work of their colleagues. As faculty members, many mentor the next generation of researchers and educators. Most of us contribute to the Knowledge Commons by attending meetings and conferences where we exchange ideas and extend one another’s insights. Some nurture the Commons as editors and reviewers of manuscripts. A few individuals have developed creative ways of keeping the community connected through communication.

Nearly 200 of you have generously contributed to the efforts of the Sloan Work and Family Research Network, a project that was established as a resource for the Work and Family Knowledge Commons. We are sincerely grateful for your trusteeship.

Beyond the Academic Audience, continued

this field from ideologically driven positions -- positions that are often harmful, or at best not helpful, to working families. Work-family researchers must find a way to add their voice to this chorus in a way that assures it will be heard. This challenge is all the more difficult because work-family researchers are widely dispersed across the US and, indeed, across the world.

This broad audience receives most of its information via the media -- TV, radio, newspapers, magazines, internet, etc. One of our challenges as researchers is getting our message to the media in a form that is accessible and relevant. To this end, a central activity of the Community, Families & Work Program (CFWP) at Brandeis University is to provide a regular two-way communication link between researchers and journalists. This year we will host the Second Annual Invitational Journalism-Work/family Conference at the Logan Hilton Hotel in Boston on May 2-3. Last year’s conference brought together 25 leading researchers and about 30 journalists from all media sectors for 1 1/2 days of interaction. By all measures, the conference was very successful. The researchers met journalists who were interested in their work, and journalists met researchers who could then contact as experts. Because the conference was so well received, the primary funder, the Blue Cross and Blue Shield Foundation of Massachusetts, decided to fund this year’s conference as well. Our hope is that they will continue their support so that we can make the conference a regular annual event.

The academic work-family conferences sponsored by the Business and Professional Women’s Foundation provide another key venue for attracting large numbers of work-family researchers here and abroad. Because work-family researchers have their roots in a range of academic disciplines, most conventional discipline-bound conferences do not attract large numbers of work-family researchers. The BPW conference is an important exception. This year CFWP is the academic host for the BPW conference, whose theme is From 9-to-5 to 24/7: How workplace Changes Impact Families, Work, and Communities. These conferences provide researchers with a rare opportunity to connect with other like-minded researchers. One outgrowth of such meetings is the formation of new research partnerships. Another is reaching new audiences with our research findings. Personally, contacts made at previous BPW conferences led to media coverage of my work in Australia and to a new collaboration that culminated in a collaborative research proposal.

Rosalind Barnett is a Senior Scientist at the Women’s Studies Research Center at Brandeis University and Director of the Community, Families & Work Program. Alone and with others, she has published over 80 articles, 20 chapters, and six books. She Works/He Works: How Two-Income Families are Happy, Healthy and Thriving was published in paperback in 1998 by Harvard University Press. This book, co-authored with Caryl Rivers, was the 1996 recipient of a National Books for a Better Life Award. Her articles have appeared in academic journals and in general publications (The New York Times Sunday Magazine, The Washington Post, Newsday, McCall’s, Self, and Working Woman). Roz is the recipient of several national awards, including the American Personnel and Guidance Association’s Annual Award for Outstanding Research, the Radcliffe College Graduate Society’s Distinguished Achievement Medal and Harvard University, Kennedy School of Government’s 1999 Goldsmith Research Award. A 1997 journal article co-authored with Robert Brennan received the “best paper” of 1997 award from The Journal of Organizational Behavior.
The Sloan Newsletter is pleased to highlight the Rosabeth Moss Kanter Award, as a tool for raising the awareness of work-family research among a variety of key communities. This award was presented at the conference, “From 9-5 to 24/7: How Workplace Changes Impact Families, Work, and Communities” (sponsored by the Business and Professional Women’s Foundation and the Community, Families & Work Program, Brandeis). Recent conversations with Jerry Jacobs and Kathleen Gerson, 2002 Kanter Award winners and Shelley MacDermid, Kanter Award Committee Chair reflect how conferences can be used to showcase high-quality research findings and to push the field of work-family forward.

In addition, Juliet Bourke speaks about how she communicated academic research findings presented at the BPW/CFWP conference to various stakeholder groups around the world. And finally, concluding this section is an article that focuses on BPW’s signature conference. Jane Smith discusses this conference within the context of engaging various stakeholder groups in dialogue.

“Overworked Individuals or Overworked Families? Explaining Trends in Work, Leisure, and Family Time” Conversations with Kanter Award Recipients Jerry Jacobs and Kathleen Gerson

By Christina Matz and Marcie Pitt-Catsouphes

Editor’s Note: Jerry Jacobs and Kathleen Gerson received the 3rd Annual, 2002 Rosabeth Moss Kanter Award for Excellence in Work-Family Research for their article “Overworked individuals or overworked families: Explaining trends in work, leisure, and family time” (2001). Work and Occupations, 28(1): 40-63. This award was presented to them on Friday February 28th at the conference, “From 9-5 to 24/7: How Workplace Changes Impact Families, Work, and Communities”, sponsored by the Business and Professional Women’s Foundation and the Community, Families & Work Program, Brandeis.

This important work-family article uses National Survey Data to explore the fundamental issue of time within the institutions of work and family. In depth analyses conducted by Jacobs & Gerson uncovered important insights, including both the trends related to work hours as well as the significance of these trends. Jacobs and Gerson kindly took the time to speak with us regarding this groundbreaking paper.

Concerns about perceptions of a time crunch have captured the attention of the media, researchers, and the public at large for the past decade. For some years, there was little apparent consensus among researchers about some of the most fundamental questions, such as: Are US workers devot-

continued on pg.4

“The Best of the Best”: The 2002 Kanter Award

Shelley MacDermid, Committee Chair

By Christina Matz

Editor’s Note: For the past three years, Shelley MacDermid has provided leadership for the annual competition for the Rosabeth Moss Kanter Award for Excellence in Work-Family Research. This award is a partnership effort with Brad Harrington and the Boston College Center for Work and Family. MacDermid has been able leverage this award to raise the awareness of high-quality work-family research among a variety of key communities, including multiple academic disciplines, work-family practitioners, and the media. After MacDermid and a large panel of scientists (the Kanter Award Committee) reviewed more than 2,000 work-family articles published in peer-reviewed journals, twenty nominees emerged, including six finalists and one winner, as the top work-family research articles published in 2001. MacDermid kindly spoke with us regarding the significance of the Kanter Award and how the process took shape this year.

Shelley MacDermid, Kanter Award Committee Chair, began her quest for “excellence in work-family research” in 2000 when she took a lead in creating the Rosabeth Moss Kanter Award. With a vision aimed at pushing the work-family field forward through honoring those who meet high

continued on pg.4
Overworked Individuals or Overworked Families?, continued

The article “Overworked individuals or overworked families” by Jacobs and Gerson explores these very issues using the 1970 and 1997 Current Population Surveys.

The article debunks the generalized notion that Americans are working longer hours than ever before and suggests, instead, that families as a whole are working more hours in the paid labor force. Jacobs and Gerson found that although the average number of hours spent working per individual have not significantly increased over the past 30 years, the average number of hours that the family unit (both husband and wife) is working has increased from 52.5 hours per week in 1970 to 62.8 hours per week in 1997. In addition, the percentage of all couples that are working 100 hours or more per week increased from 3.1% in 1970 to 8.6% in 1997.

The Work Hours Puzzle
The concept of time itself is a “tricky topic”, says Gerson. While work can be seen as a positive good, it can also be seen as a drain. An individual’s desire to work hard and to seek self-fulfillment should be applauded and not criticized. On the other hand, however, time is a scarce resource. It is not expandable, unlike other resources such as money and social supports.

Perceptions of ideal work time are complex and reflect two factors. The first of these factors being, the discrepancy between ideal hours and hours worked. There is an emerging consensus that the ideal work week is approximately 35 - 40 hours; however, we are increasingly diverging from this ideal as greater percentages of people seem to be working more or less.

The second of these factors being, the growing sense that ideal time is connected to feelings of “balance”, meaning a balance between work time and family time (unpaid work as well as pleasure time). Both men and women feel the need to be both committed workers and involved family workers.

Jacobs and Gerson state that “these crosscutting ideals lend credence to the argument that the problems currently facing American families stem not from too much change but from too little”. Implying that there has been a transformation of the American family without a reciprocal transformation in American institutions. Workplace policy & family policy no longer reflect the changing American family structure. Similarly, men’s participation in domestic work has not reciprocally increased to counter the increase in women’s participation in the labor force.

The Decline In The 40 Hour Work Week
Gerson notes that a focus on the “average” worker has two unintended, negative con-

“The Best of the Best”, continued

MacDermid and Brad Harrington, Executive Director of the Center for Work and Family, describe the goals of this competition: “To raise the awareness of high quality work-family research among the scholar, consultant, and practitioner communities. To foster debate about what the standards of quality should be for work-family research and to raise those standards. To identify the “best of the best” on which to base future research. (And) to look for ways to increase the impact of high quality research on the applied world, useful information in the hands of practitioners.”

continued on pg.5
sequences: 1) the shift of focus away from the diversity of family experiences/family structures and 2) the shift of focus away from the diversity of work experiences/work structures.

Gerson observes, that “for some time, the family literature has discussed and examined the increasing diversity of family structures and family experiences, in fact, many of us are hesitant to even use the word ‘family’ because there are so many kinds of families. For some reason, when we talk about time and work-family issues, however, we seem to forget about the importance of diversity.”

In advanced industrial societies, we have come to better understand and appreciate the emerging diversity and variety of family structure, and much of the family literature acknowledges these increasing diversity concerns. However, when making the shift to working time, researchers have tended to fall back to the concept of the “typical” worker and “typical” time.

Gerson comments on this oversight of diversity in studies looking at work conditions and working time. “In the discussions, we seem to forget that the labor force has been transformed. There is incredible diversity in work conditions and work structures – including work schedules and work hours. In reality, there is no ‘average’ worker any longer.”

Simplification afforded by “averages” diverts attention away from the complexities of lives to examine differences in addition to “similarities.” In particular, the simplification of “averages” tends to mask the important critical incidents of the outliers (those who work too much, those who may not have a sufficient number/desired number of hours).

Most employees do not report that they work excessive hours, but results do show that the percentage of employees working very long hours has increased over the past 30 years. “Although the average number of hours in the work week has not increased, workplaces are increasingly greedy institutions, particularly at the top”, says Gerson. Jacobs adds, “if increasing numbers of couples are putting in over 100 hours per week on the job. That says something pernicious about how much work is taking over certain families in our society.”

**An Anecdote**

*When asked about the roots of his interest in working time issues, co-author, Jerry Jacobs responded with an anecdote which speaks to how a personal epiphany helped crystallize a research issue.*

“Some time ago I was a visiting scholar at the Russell Sage Foundation in New York City, while my family was living in Philadelphia. I was commuting from Philadelphia to New York four days per week, so I was trying to work hard to be efficient and to get a lot done so that I could justify my time away. I remember late one night I was clearing my desk off and making a list of things to do, many of which were articles to write and other projects to work on. Number 10 on this list was a paper about how we should all work less. I said, to myself ‘Hmmm...there's something wrong here...’ Very shortly thereafter, I gave Kathleen Gerson a call...this is the point that the issue of working time began to crystallize for me as a rather personal issue”.

At the other extreme, however, analyses of work hours data has also revealed that many Americans are unable to secure jobs that enable them to work for “enough” hours.

**Family as a Unit of Analysis**

Jacobs notes that, “an important part of the puzzle in what’s happening to work hours can be resolved if you take the family as a unit of analysis as opposed to the individual worker. Time trends for the individual worker have been remarkably steady...[w]hat has changed much more dramatically is the demographic unit. Many more people are part of dual-earner couples today, as compared with 30 years ago. Dual-earner couples tend to have work weeks around 80 hours per week as opposed to male breadwinner couples who typically have 45 hours of paid work per week. When you have fewer 45 hour couples and more 80-hour couples, families are spending more time in paid employment than used to be the case.”

“This is one of the fundamental reasons why we feel busier than we used to. It is not that the work week for each person is getting longer, but that a person is working in a couple that has less free time. Women who are employed don’t have anyone at home to take care of errands, appointments, medical, teachers, repairmen coming to the house, if both are working there is less time to do this. I think that that is not the only story, but an important part of the story.”

If time is a resource, are there other types of resources we should be measuring on a family level as well? Jacobs observes that “if you’re interested in understanding stress, if you’re interested in understanding family resources, financial resources, parenting...these are all things that take place in the family unit.”

**Broadening Our Understanding**

Jacobs and Gerson make a tight connection between analyses, interpretation and recommendations for action. This article highlights the urgency of the need to restructure communities and workplaces to take into account the changing needs of today’s diverse families.

continued on pg. 6
Overworked Individuals or Overworked Families?, continued

“We were trying to step back a little bit as sociologists to ask about whether our society is constructing institutions that are compatible with one another,” says Jacobs. “The question is whether the evolution of modern work structures is going in one direction and the evolution of our families is going in another and whether there seems to be increasing tension between these institutions.”

Jerry Jacobs is a Merriam Term Professor in the Sociology Department at the University of Pennsylvania. His research has focused on a number of aspects of women’s employment, including authority, earnings, working conditions, part-time work, and entry into male-dominated occupations. Jacobs’ most recent works include “Detours on the Road to Equality: Women, Work and Higher Education” (Winter 2003), Contexts, 2(1):32-41; “Welfare Reform and Enrollment in Postsecondary Education” (March 2003), The Annals of the American Academy of Political and Social Science, 586: 194-217, (with Sarah Winslow); and “Globalization, Work Hours and the Care Deficit Among Stock Brokers” (February 2003), Gender and Society, 17:230-249, (with Mary Blair-Loy).


The Best of the Best, continued

The Award recognizes researchers for their outstanding achievement in research that has or is likely to have an important impact on the work-family field. The Kanter Award honors those researchers who develop original and groundbreaking research questions that derive from theory, employ sophisticated methods during research investigations, and reveal understanding of research rigor by insightfully applying the highest standards to all aspects of research their pursuits.

The process for the Kanter Award competition is quite extensive. First, forty-three scholars are invited to participate in the Kanter Award Review Committee, which is responsible for nominating and reviewing articles. Committee members are from five different countries and represent many different fields. In round 1, committee members review over 2,000 articles in forty-seven different peer-reviewed, scientific journals. These articles must be “data-driven and innovative”, and both quantitative and qualitative analyses are eligible. Each of these articles is reviewed by at least two committee members and deserving candidates are then nominated. In round two, fifty-six nominees are selected

2002 Kanter Award Winners and Finalists

2002 Winner


2002 Finalists


Previous winners of the Rosabeth Moss Kanter Awards

2001 Winners


2000 Winner

and sent to 3 or 4 reviewers each. They are then quantitatively rated according to a variety of standard criteria. These scores determine the top 20 articles, and the top 6 of these go on to the final round. Finally, in round 3, the top six papers are scored by all reviewers and the research article with the highest score is awarded the Kanter Award.

Each year, the “Kanter 20”, as it is called, is broken down by topic in a grid format. By examining this grid, one can see the “hot topics” that caught the attention of work-family researchers in that particular year. For the 2002 Kanter Award, several topics seemed to emerge from literature, but the number one topic was mothers’ employment. Of course, this comes as no surprise, as a focus on mother’s employment all but originated the work-family field and has been a consistently studied topic in the work-family literature over the past 50 plus years. MacDermid explains, however, that the research questions regarding mother’s employment of late, are “much more nuanced than in the past”. “Instead of simply asking, ‘Is mothers’ employment good or bad for children,’ researchers are asking the much more complex question, ‘Under what conditions do particular characteristics of parents’ employment affect children in particular ways?’

Among other topics that emerged in this competition, MacDermid notes that “researchers are studying the resilience of workers to conflict and burnout, the strategies workers use to navigate life successfully, and the specific ways that work and family life interact.”

MacDermid hopes that the annual competition for the Rosabeth Moss Kanter Award will advance work-family research as a field of study defined by theory and empirical investigations.

**Shelley MacDermid** is a faculty member in the Department of Child Development and Family Studies at Purdue University. She serves as director of the Center for Families at Purdue University, through which she founded and now directs a membership organization focusing on family issues for employers in the Midwestern region. She has also served as co-director of the Military Family Research Institute since 1999. Shelley is currently the co-principal investigator on two grants: a four-year Military Family Research Institute Study funded by the Department of Defense and a three year research project funded by the Alfred P. Sloan Foundation, entitled, "Understanding the First Job: The Nurturing Families Study".

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**A Communication Snowball!**

*By Juliet Bourke*

**Editor's Note:** As Co-Director of Work + Life Strategies, an Australia-based global management consultancy on creating and sustaining flexibility and diversity issues for men and women, Juliet Bourke recently employed several innovative strategies for internationally communicating the outcomes of the 2003 Business and Professional Women’s Foundation/Community, Families & Work Program conference in Orlando, FL. Her efforts were greatly successful, garnering a high level of media coverage, a substantial turnout at briefings, and a high-level of positive feedback from recipients in general.

Juliet took the time to write about her post-conference experiences. Clearly, the Work + Life Strategies Team have exceeded even their own high expectations of widely disseminating thoughtful academic research to workplace change practitioners and the general public!

Our aim at Work + Life Strategies is to contribute to and shape the work/life agenda. In particular we aim to stimulate effective workplace change to enable employees to better balance their work and family responsibilities. One of our strategies is to facilitate the transfer of information about rigorous and innovative academic research to employers, particularly human resource practitioners.

Having attended the Center for Families at Purdue University/Sloan Foundation conference in San Francisco in 2002 we knew that the 2003 conference promised to be a richly informative event. So attending the 2003 conference in Orlando was an opportunity for us to share information about Australian initiatives to progress work and family, as well as learn from US academic research, make/renew personal contact with great people.

Prior to coming to the Orlando conference, we primed our extensive global virtual networks of our intention to attend the conference and disseminate information about the conference presentations. This led to a “pre-order” by a large paper-based trade HR publication for a “story” on the conference on my return to Australia. We also volunteered to visit New Zealand to advise the EEO Trust on the outcomes of the conference. Consequently, I flew straight from the Orlando conference to New Zealand and presented on key conference themes. About 70 people attended the Trust seminar,
including members of the media, and the presentation received further coverage in two mainstream newspapers and the EEO Trust Bulletin. On my return to Sydney I verbally briefed key work contacts on the outcomes of the conference, and wrote up some of the interesting research for our monthly email newsletter (which is distributed globally to about 400 primary readers). This newsletter generated further print media interest and I will use some of the conference papers to write two further articles (one for an on-line news service and another for a specialist legal journal).

In summary, attending the 2003 conference has provided us with a rich source of data which we have shared on a pro-bono basis with a broad group of international contacts in diverse industries, using disparate communication channels - face-to-face in small and large groups, via email and in print. We have been conscious of crediting authors, and expect that they will receive inquiries directly. We have already received feedback from practitioners that the information profiled at the conference has been highly valuable to their work, and this is self-evident from the level media interest in the material. We have also received feedback that the paper I presented at the conference has been shared with American non-conference participants, and is likely to be published in an American journal.

**Juliet Bourke, LLB, LLM (Hons) is Co-Director of Work + Life Strategies in Australia, as well as a lawyer who has worked in litigation and legal/policy, with an emphasis on discrimination law and gender equity. In particular Juliet was involved in the development of legislation in New South Wales to protect employees with caring responsibilities. Juliet lectures on discrimination in employment and management issues. She is the Foundation Chair of the Equal Employment Opportunity Network of Australia, the President of the NSW EEO Practitioners’ Association and a member of CCH’s Human Resources Management Editorial Board. Juliet regularly writes and speaks nationally and international on work/family, flexibility and diversity issues. She is the author of Corporate women, children, careers and workplace culture (2000).**

**A Signature Work and Family Conference: Business and Professional Women (BPW)**

**Jane Smith, CEO**

*by Teri Ann Lilly*

Jane Smith, CEO of Business and Professional Women (BPW). Smith holds a Doctorate of Education in Social Policy Analysis from Harvard University, a Masters in Sociology from Emory University, and a Bachelor of Arts in Sociology from Spelman College. In addition, she has received honorary doctorates from Spelman College and Texas College. Her distinguished career has been marked by appointments to prestigious planning commissions and advisory boards, service on local and national committees and organization, and receipt of honorary doctorates from Spelman College and Texas College as well as numerous local and national awards.

**Editor’s note:** BPW hosts a signature work and family conference series. These innovative conferences provide opportunities for researchers to step outside discipline-specific boundaries. In recent years, BPW and Alliance of Work/Life Professionals (AWLP) have arranged contiguous conference programs in an attempt to encourage communication between academics and practitioners interested in work and family issues.

Jane Smith’s dynamic leadership has energized Business and Professional Women (BPW), an organization with a long and distinguished history.

In 1919, the Business and Professional Women Federation was founded with a federal grant from the War Department to identify the resources of professional women in preparation for the pending war. Ahead of the times, members of the Federation recognized a need for an organization to advocate for equity for working women. In 1956, the members established the BPW Foundation “to promote equity for workingwomen nationwide through education, information and research.” BPW remains a valuable resource for women and workplaces, by forging corporate, individual, and organizational partnerships.

One of BPW’s signature events is the academic work and family conference series, which brings together researchers from multiple disciplines. The series is hosted with an academic partner, usually a women’s center. In February, BPW and the Community, Families & Work Program at Brandeis University hosted the 2003 conference: “From 9-5 to 24-7: How Workplace Changes Impact Families, Work and Communities.”

The “buzz” at the conference was one of acclamation: Frequent comments included “papers were excellent,” “discussions were animated,” and (simply) “a great conference”! However, attendance was down and some key work and family researchers who usually attend were not present. Contributing to the downturn in attendance was the number of related conferences scheduled adjacently, concerns about traveling with the possibility of terrorism/war and tighter academic budgets that limited travel.

**Information about Work + Life Strategies can be found at:**

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To receive the Work + Life Strategies newsletter via e-mail, please contact Juliet at JULIET.BOURKE@WORKPLUSLIFESTRATEGIES.COM

continued on pg. 9
Smith confirms that BPW was disappointed in the attendance. In contrast, Smith notes that everyone associated with the conference was extremely encouraged by the positive feedback from attendees. She assures the work-family community that BPW is committed to hosting the conference as a venue for sharing ideas and research findings. BPW plans to schedule the conference every other year. When the economy improves, they will reconsider the possibility of an annual meeting.

With conviction in her voice, Smith expresses a commitment to support the academic community. Her vision includes the possibility of expanding the academic conference to a more inclusive model that welcomes various stakeholder groups, practitioners, academics, and working women (BPW members). This call for greater inclusion was heard throughout the conference, primarily during the plenary session -- “Perspectives on Work and Family Life: Contributions of the Social Science Research.” Speakers underscored the need for expanding the conversations between different academic disciplines and among various stakeholder groups. Candace Lang, Director of Work/Life Initiatives, skillfully expressed the need for more dialogue between practitioners and academics. Future conferences may provide a forum to develop strategies for fostering that dialogue.

Smith observes, “BPW is also engaged in a dialogue with large public and private organizations, including government organizations. The dialogue focuses on the ideal working environment for women, both in and out of the workplace.”

Dialogues with academics demonstrate the organization’s commitment to gathering and disseminating information. Smith describes the process. First, BPW identifies potential academic partners who study related issues, such as members of a university-based center for work and family or a chair of a women’s studies program. Working together, BPW and the academics generate topics to address. Findings are brought back to the Foundation and disseminated to its members. The methods vary, but often it is in the form of a report. In addition to using the research findings in their personal lives, many of these working women and men go to Washington, DC to advocate.

BPW’s accomplishments are substantial. Of particular interest to the work and family community is the development of models designed to engage various stakeholder groups in a dialogue that may precipitate action. Clearly, the community appreciates BPW’s commitment to its signature work and family conference series.

“101 facts on the status of American working women”
Download this 2003 report from the BPW website, http://www.bpwusa.org
Audio Conferencing: Using Technology to Push National Boundaries

By Karen Severns

The information technology revolution gives us the ability to participate in global collaboration; thereby gaining an inclusive perspective. Audio conferencing is one tool in our technology toolbox that allows individuals and groups from different geographical and cultural cross-sections who are experts in an area of interest to come together to share concerns, ideas, and progress. The Center for Law and Social Policy (CLASP) used this setting to host a series entitled “How Will Low-Income Children and Families Fare in the 108th Congress”. CLASP is an organization whose work is concentrated on family policy and access to civil legal assistance for low-income families. They have developed a series of audio conferences.

On January 31, 2003 they held an audio conference entitled “Work and Family: Government and Employer Work Policies” that dealt with many issues affecting today’s families. The invited participants were Senator Chris Dodd from Connecticut, Ellen Galinsky from Families and Work Institute, Lisa Bell with The National Partnership With Women and Family, and Debbie Rotchell from Marks and Spencer in The United Kingdom. Jodie Levin-Epstein, Deputy Director of CLASP facilitated the discussion.

Senator Chris Dodd, the ranking member of the Health Education and Labor Pensions Committee, began the discussion by describing the Family Medical Leave Act (FMLA), which he sheparded through Congress until its passage in 1993. The Act allows Americans to take up to 12 weeks of unpaid leave without the risk of losing their job. Since its inception, over 35 million people have taken advantage of the FMLA. Although Senator Dodd agrees this was a positive step in enacting legislation related to Work and Family, he plans to reintroduce legislation allowing the program to help those who need it most. These changes include reducing the minimum criteria from 50 employees to 25, expanding reasons for taking the leave to include domestic violence, and introducing a six-week pilot program for states to offer replacement FMLA funds. He holds that this legislation will offset the areas where current legislation is lacking. Senator Dodd puts his feelings on this issue in a very poignant statement: “No one should have to choose between a job they need and the family they love”.

Lisa Bell, Senior Policy Associate from The National Partnership for Women and Families, the FMLA provided another key vantage point of the impact of the FMLA. The National Partnership wrote the first draft of the FMLA bill and was at the forefront of the move to see that the bill
was passed. Bell points out that the current Act is inadequate because it is unpaid, and therefore many do not opt to take the leave because it is not financially feasible to do so. After the events of September 11, California passed a law as an extension of the Temporary Disability Insurance (TDI). TDI previously allowed state residents to take leave for their own illness. The new law includes: serious illness of a family member and parental leave up to 6 weeks. This law will go into effect in 2004 and will cover 13 million workers or 10% of the U.S. workforce. The cost will only be $27.00 per worker per year. She also went onto explain that employers stand to save up to 89 million dollars alone through reduced employee turnover, which will benefit their “bottom line”.

The next guest speaker was Ellen Galinsky, President and Co-Founder of The Families and Work Institute (FWI). FWI researches and provides information on the changing workplace, family, and community. In 1997, The Institute conducted The National Study of the Changing Workforce (1993, 1997). The institute surveys a large sample of employed U.S. workers every five years. One of the significant findings of the 1997 findings indicated that larger companies tend to offer more flexible working conditions than the smaller companies. In addition, hourly workers, perceived to need work and family life assistance the most, received the least benefits. These findings further suggest that the employing sectors of Wholesale and Retail industries were less generous than the Financial, Insurance, and Professional trades in assisting their employees with work and family issues. The sentiment in the United States still tends to be that if you give your employees an inch they will take a mile. However, Ellen Galinsky believes that if you give your employees an inch, “they will give a mile”.

Debbie Rotchell, an Employment Policy Specialist for Marks and Spencer, gave listeners an International perspective of how United Kingdom employers are implementing strategies by respecting the balance between life and work. The United Kingdom Retail chain of Marks and Spencer currently employs over 65,000 workers. Marks and Spencer is a member of an alliance called Employers for Work Life Balance. This alliance is comprised of 20 top UK employers, set up at the request of the UK Government.

The alliance offers:

1. Best Practice Technical advice to employers, benchmarking, and researching barriers
2. Promotion of work life balance
3. Help in shaping Government policy in gender equality issues

Marks and Spencer is one of many UK employers that are enhancing the upcoming revised British Maternity Leave Act that takes effect in April 2003. Under the previous legislation, mothers were allowed to take 16 weeks of paid leave, and up to 24 more weeks of unpaid leave if they met the 26 week work criteria. For those who do not meet the time in service, maternity pay is paid by the Government rather than the employer. Marks and Spencer’s has enhanced this legislation, by offering employees the option of taking 18 weeks of leave at their full pay and 6 weeks at the statutory maternity pay, which is the lesser of 100 pounds Sterling or 90% of their weekly wages. In addition, fathers are entitled to two weeks of leave at 100 pounds Sterling or 90% of their statutory earnings. This leave is designed for fathers who have a relationship with the child and mother, and also support them. This leave, which mimics the statutory maternity pay, is also extended to same sex couples and couples who are registered through a United Kingdom adoption agency. Rotchell states the purpose of these enhancements is to attract and retain a diverse workforce. She also went on to say, “This demonstrates that we value all of our employees...which improves commitment, motivation, and productivity, reduces stress, and absenteeism”.

In closing, Rotchell summed up the fundamental differences in family sensitive policies between the United States and United Kingdom by stating, “both countries are experiencing differences in their perspective societies and in the workplace”. However, Rotchell believes the key to implementing and promoting work life balance practices in the UK, stems from gender equality which is high on the agenda for the UK Government and in the European Union.
**Work/Fam Newsgroup: An Online Community**

**Bob Drago, Moderator**

_by Teri Ann Lilly_

Robert Drago is Professor of Labor Studies and Women’s Studies at the Pennsylvania State University, and moderates the work/family newsgroup on the internet ([www.la.psu.edu/~lsir/work-fam](http://www.la.psu.edu/~lsir/work-fam)). Often introduced as “the leading figure in work/family research,” he holds a Ph.D. in Economics from the University of Massachusetts at Amherst, and has been a Senior Fulbright Research Scholar. Recent research includes the development of a work/family policy network, and a study of faculty and family issues, both funded by the Alfred P. Sloan Foundation. He is the 2001 recipient of the R.I. Downing Fellowship from the University of Melbourne (Australia), serves on the Boards of the Alliance of Work/Life Professionals and of the College and University Work/Family Association, and is a member of the Council on Contemporary Families, an Advisory Council member for the “Top 100” list compiled annually by Working Mother magazine, and is a proud soccer dad.


“It isn’t Friday, unless Bob Drago’s listerv arrives in my e-mail box!” Researcher Shelley MacDermid’s declaration triggered an enthusiastic response from colleagues who were also attending the BPW work/family conference.

The weekly listerv that engendered such loyalty is “Work/Fam Newsgroup.” It provides timely and useful information about work and family issues, policies, research, literature, organizations, and events, among other topics!

Over the years, many other listervs have come and gone, while Work/Fam has continued to flourish. Drago’s tireless efforts keep the information flowing and his comfortable way of “speaking” to the subscriber softens the technological medium. Indeed, this technological forum has helped create a sense of community among the subscribers, many of whom reside outside the US.

Although the members of this community share an interest in work and family issues, they are a diverse group of academics, practitioners, policy makers, and others. Another group of folks appear to be affiliated with an organization or research group that focuses on a specific slice of the work and family field, such as, child care, unions, corporate policies, and so forth. This community of subscribers participates by sending information that others would generally not have the opportunity or the time to access. Although this information is presented in the friendly, casual context of the listerv, the importance of this timely sharing of information from various stakeholders should not be underestmated.

The comments from subscribers who send information to Work/Fam signal a sense of belonging to a community-- in a similar fashion to the researchers mentioned at the beginning of the article. There appears to be a community spirit that comes from participating and sharing information with others who have a commitment to work and family issues.

Another reason for the success of the forum is Drago’s warm but thought-provoking style (he expresses his opinion!) and credibility (his knowledge of the field is widely recognized).

Without doubt, Drago is a leading figure in the work and family field. An academic, Drago serves on the Boards of the Alliance of Work/Life Professionals (AWLP) and the College and University Work/Family Association. Clearly, he is comfortable bridging different perspectives and adept at linking various stakeholder groups via a technological platform.

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**Observations from Bob Drago**

- Conferences that are discipline based, do not capture the work/family research literature. The BPW/Sloan conferences are wonderful.

- Fields of work/family and work/life continue to expand. The issues are not going away.

- Practitioners and academics have different approaches to work/life or work-family issues. They ask different questions and often they do not intersect. There appears to be a tension, yet both groups study the same issues, child care, elder care, flexible work arrangements, long hours of work, etc.

- Different timeframes illustrate a key tension: Practitioners want information to use immediately. Academics tend to be more interested in the long sweep of change.

- Legislators look at problems (eg. long hours) and ask “How can we fix it?” An academic might look at long hours and ask “How many women are affected?” and/or “What are the causes?”

- Practitioners, union leaders, and legislators are interested in “best practices.” Many academics are interested in variance.

- Some researchers “cross the lines”: Jody Heymann, Juliet Schor, Arlie Hochschild, Randy Albelda.

- Ethnographic research informs and is useful for hypothesis testing for validity. Anita Garey, Arlie Hochschild, and Barrie Thorne have authored pivotal books.

- Recent shifts in work/family literature indicate increased interest in psychological, gender, international, time and work. (Time will continue to be a key topic of interest.)

- Conferences like the BPW/Sloan inform us about research conducted by different disciplines and influence future research questions.
From Vision to Reality: The Development of the Literature Database
Conversation with Teri Ann Lilly

By Christina Matz

Teri Ann Lilly has assumed several leadership roles for the Sloan Work and Family Research Network, such as being the Editor of the Sloan Research Literature Database and the Editor of the Research Newsletter. For the past two years, she has served as the project’s Director. Lilly was the lead author of the book, Work-Family Research: An Annotated Bibliography, published by Greenwood Press (1998).

In 1998, the Alfred P. Sloan Foundation provided funds to develop an electronic network that could offer resources to the work-family research community. The Literature Database has become the signature component of the Sloan Work and Family Research Network. Currently, the Literature Database is comprised of approximately 5,000 bibliographic citations, with selected annotations that provide information about work and family research. Project team members draw from their knowledge of the work and family area of study to select academic articles from peer-reviewed journals, books, chapters in books, reports from private research organizations, working papers, dissertations, and forthcoming papers for inclusion in the Database.

Over the course of the past six years, Teri Lilly has creatively and systematically developed and expanded the Work-Family Research Literature Database.

During a recent conversation, Lilly explained, “It all began at the Center for Work & Family, the first academic center to study work and family issues, when Kathleen Christensen, Brad Googins, and Marcie Pitt-Catsouphes decided to scan the literature related to work and family issues. The first step was to identify key thematic and topical strands in the literature that have contributed to our understanding of work and family experiences.”

Lilly noted that the compilation of literature has been, in some senses, a “ground-up” process. The content of published literature has guided the project team’s decisions about the topics that are used for searching out new literature. Of course, over time, the salience of some of the research topics has changed, reflecting the foci of new studies.

Lilly observed that the strategies used to maintain the Literature Database have had to adapt to two dramatic changes that occurred during the 1990s: the rapid growth in the work-family research publications and technological advances. She commented, “In the beginning, the number of articles found was limited and the speed with which we collected the literature reflected the available technology. This is in huge contrast to the status of the literature today… [N]ot only has the quantity and quality of the literature increased dramatically, but so has the technological base that facilitates compilation…We can now sit at our computers and tap into multiple databases at one time. Automated searches are sent to us monthly. There are so many more articles per month...per year, that we can hardly keep up with them. The number of areas that are covered, the number of disciplines involved, and the number of journals that have published work-family literature has expanded rapidly over the years.”

Technological Advances in the Literature Database

The Database is the most technologically demanding component of the Network, and requires a range of technological expertise to build and maintain. During the past two years, Teri Lilly has been responsible for initiating and coordinating an exciting technological transformation in the Literature Database. In September 2001, the Boston College Libraries’ Systems Department agreed to integrate the Research Literature Database into the Libraries’ suite of online databases. The Libraries were able to generously provide the technological platform (ALEPH system) and the personnel to develop and maintain the database.

Lilly explains that this migration to library standardized systems and ALEPH has been extremely advantageous both for the Network and for users of the Database. The ALEPH migration has improved the technological and functional capabilities of the Database. For the users of the Database, this robust hardware has reduced internet access time and improved reliability. For example, ALEPH allows users to link directly from the record of a bibliographic citation to its respective website. It also permits users to save searches, e-mail searches to another database, and use bibliographic software (e.g., Endnotes; REFWORKS).

Features of ALEPH also facilitate the user’s access to literature about particular work-family topics of interest. The new database search screen allows you to combine multiple search strategies in one search interface. It is now possible to narrow or broaden your search results by selecting literature type (recommended readings, all literature), record type (book, dissertation, report, etc.), and publication date range.

continued on pg. 14
The knowledge-specific approach of the project team, coupled with standardized and automated library searches, creates a reliable, unique, customized database that can be easily accessed. Lilly enthusiastically discusses the future of the database: “Our partnership with the libraries has increased the possibilities for the database to grow in unseen ways. Fueling the growth will be the remarkable increase in number of related studies as more researchers from a variety of disciplines study work and family issues.”

Reflections on the Past and the Future

Needless to say, Lilly has become quite knowledgeable about the work-family area of study. Lilly’s expertise with the work-family research literature has both depth and breadth, and she adeptly uses an analytic perspective to identify shifts and trends in the literature. “The searches [conducted by the project team] have gleaned abundant literature in particular areas, and a dearth of literature in others, reflecting the nature and growth of the area of study. The results of these searches are used to refine the thematic/topical strands and shape future searches. Both inductive and deductive processes guided our searches, then and now.”

Lilly is articulate about the unique features of the Literature Database. She stated, “There is no platform that can look as thoroughly as we do across the various sources. In addition, we are part of a community in the sense that we are collecting works from others and posting them. Researchers inform us when they have published a new article or book. We, in turn, inform our readers through our database, in general and our emailed ‘literature updates.’ Our ‘literature updates’ are very well-received by our users. We strive to select a sampling of recent additions to the database that represent various topics, disciplines, and methodologies.”

In thinking about the direction the research might take, Lilly observes, “Judging from recent literature compilation, we think that the research will continue to reflect the maturation of the area of study. All indications suggest that the number of works produced will continue to increase and that the topics addressed will be expanded and refined by growing numbers of researchers from diverse disciplines. We have collected several observations about scope and nature of literature recently published; we expect these developments to continue.” (See sidebar). Lilly cautions, “It is important to note that the current organizational, social, political, and economic context may have an effect on the focus of the investigations as well as on the number of research projects funded.”

As Lilly looks to the future, she feels that the Literature Database will continue to add value to the work-family area of study. She concluded, “At one point, we thought that increasing access to multiple online databases and automated searches would render the Literature Database obsolete, but this has not proved to be true. I feel that the key role we provide is the team’s knowledge of the area of study. Using an editors’ lens, we are able to compile literature from multiple disciplines that use various methodological approaches and cover a wide range of topics. The Network is able to maintain its ‘edge’ because it provides a unique service to those interested in work-family issues. Because the field is so multi-disciplinary and research data so scattered, the Network’s ability to search multiple databases with a firm grasp on how to pick out important work-family issues and topics and to display this information in an easy-to-access forum is a real incentive for users.”

A few observations about work and family literature...

• The works have become more sophisticated, theoretical, and methodologically robust reflecting the maturation of the area of study.
• A growing number of qualitative studies have provided rich and nuanced understandings of work and family experiences.
• Signs of cross-disciplinary research are more apparent, for example several recent edited volumes showcase multi-discipline approaches to a specific topic and/or present co-authors from different disciplines. For an example of an author who effectively drew upon literature outside his discipline to inform his research, please read: “The Child Care Problem: An Economic Analysis,” by David M. Blau (2001), New York: Russell Sage Foundation.
• Several in-depth case studies have contributed to the body of knowledge about workplaces and the intersection with work-life issues. (For example, the Wharton Work-Life Integration Project, under the direction of S. Friedman, conducted four in-depth case studies about the role of senior management in creating cultural change that benefits the personal life of the employee and the productivity of the organization. For full-text, go to http://www.bc.edu/bc_org/avp/wfnetwork/loppr/cases.html
• More studies use a multi-method approach to data collection, making the results more reliable. (For an example, please read: “Time to coordinate: Toward an understanding of work-time standards and norms in a multi-country study of software engineers,” 2001, by Leslie Perlow, Work and Occupations vol.28(1): 91-111.)
• There has been a steady and significant increase in the number of articles, books, and dissertations produced. In addition, increasing numbers of articles have been published in journals, not normally associated with work/life issues, such as law and medical.
• Of late, the network has noted an increase in articles in management journals. (One interesting article introduces a class exercise designed to focus on employer’s/organization’s concerns with employee’s ability to balance work/life. Please read, “Managing the work/life balancing act: An introductory exercise,” 2002, by Cynthia Thompson, Journal of Management Education, vol. 26(2): 205-222.)
• A current topic of interest to academics is “Time and Work.” All indications suggest more research on this topic is forthcoming.
• Research focused on the “business case” has evolved from examining work-family issues as “tradeoffs” (implying deprivation or loss), to a much more dynamic exploration of how workplace supports and the restructuring of work systems can foster better business outcomes and increase workplace productivity/performance. (For example: “Beyond Work-Family Balance: Advancing Gender Equity and Workplace Performance” (2002), by R. Rappaport, L. Bailyn, J.K. Fletcher, & B.H. Pruitt, San Francisco, CA: Jossey-Bass.)

Note: An earlier version of these observations were printed in the April AWLP Newsletter, “Work and Family Literature in Academia.”
In late 2002, the Berkeley Center for Working Families formally closed, but many of the research projects continue. Co-directors Arlie Hochschild and Barrie Thorne gathered together an impressive interdisciplinary group of faculty, graduate students, visiting scholars, and postgraduate researchers who initiated research on working families and “cultures of care.” The Center’s history, contributions, researchers is archived in a website, complete with full-text working papers. 

Bookmark the site: www.bc.edu/wfnetwork/berkeley

We are grateful to Network affiliate, K. Suda for sending us this research update.

“Stress and Strain of the Working Women: A Study Reference to Dakshina Kannada”

Name of the Researcher: Sudha .K
Research Supervisor: Dr. P.S Yadapadithaya
University: Mangalore
Year of Award: 2001-2002

Central Purpose of the study:

i) To analyze and understand various issues and dilemmas faced by working women in their personal, family, social and work settings in Dakshina Kannada district of Karnataka state, India.

ii) To measure, assess and report the different types and levels of work stress and strain experienced by the working women, and also to highlight their coping strategies.

iii) To identify and analyze the major determinants of stress and strain among working women; and

iv) To raise important implications based on the findings of this study to manage stress and strain at both individual and organizational levels.

Sample size: 581
Techniques used for analysis: average, standard deviation, chi square test. The nature of this study is partly descriptive and partly diagnostic.

Major findings:

• Job attitude and stress are inversely related
• Working mothers having children below the age of 3 years experience more stress and strain than the others having grown up children

Contact: kumarr46i@rediffmail.com

“The 500 Family Study”
Parents, Children and Work
Alfred P. Sloan Center

Since 1999, the Parents, Children and Work Center at the University of Chicago Has been conducting a study that involves 500 families across the country. The goal is to understand the complex dynamics of contemporary families and to shed light on the strategies that families use to balance work and family issues.

The original data collection included 500 families with teenage children (from 7 cities across the US) and 200 families with kindergarten-age children (from 3 local sites). The study surveyed and interviewed the mothers, fathers, and older children within each family. In addition, the study used the Experience Sampling Method (ESM), which is a signal-contingent data collection method. Members of the family wore specially programmed wristwatches (for a 7-day period) that signaled them to answer brief questionnaires at randomly chosen times throughout the day. To validate this data, two experiments based on standard time diary methods were conducted. Other sources of information included supplementary data collection and secondary analyses.

The center’s website provides a summary of the study, working papers related to the findings, and information about the faculty and staff that contributed to the study, including directors, Barbara Schneider and Linda Waite.

http://www.spc.uchicago.edu/orgs/sloan/

Catalyst and Conference Board Europe
Women in Leadership
Geneva, Switzerland

Catalyst and Conference Board Europe host a second conference on women in European business, which will be held on June 17-18 in Geneva, Switzerland. It is a solutions-oriented conference that will highlight best practices and case study examples. It features speakers from leading companies and firms.

This conference follows the 2002 ground-breaking conference that presented preliminary findings from a study that surveyed approximately 700 women and men in 20 European countries “to determine the success factors and barriers for women in business and identify company initiatives that advance women.” A summary of the study is available without charge on the Catalyst Site. It reports on the strategies employed by women in 20 countries and presents recommendations for companies.

Catalyst also reports a new web-based service that is available to Catalyst members. It is a service that provides companies with the information and tools they need to create customized strategies that leverage diversity and build inclusive cultures.

http://www.catalystwomen.org
Catalyst Awards Conference
March 27, 2003

2003 Catalyst Awards Winners are Accenture, Ernst & Young International and WellPoint Health Networks, Inc. “The Catalyst Award honors innovative approaches with proven results taken by companies to address the recruitment, development, and advancement of all managerial women, including women of color. Catalyst considers a wide range of strategic approaches related to women’s advancement—from specific programs targeting a single focus to broad initiatives addressing culture change. Through this award, Catalyst provides the business community with replicable success models to help corporations and professional firms create initiatives that are good for women and good for their business.” View the award-winning initiatives on the Catalyst Website.
http://www.catalystwomen.org

“Leadership in Work/Family Balance”
13th Annual Kravis-de Roulet Conference
Sponsored by Claremont McKenna College
Berger Institute
February 22, 2003

Invited guests included academics, practitioners, and others who are leading the thought and/or practice of helping employees balance the demands of their careers with those of their personal life. Thought-provoking presentations, participatory workshops, and panel discussions comprised the agenda.
http://berger.claremontmckenna.edu/

“Designing the Future”
Association of Work/Life Professionals
Orlando, Florida

This 7th annual conference included service providers and academics, as well as corporate, public sector, non-profit and union practitioners. The conference overlapped with the academic conference hosted by Business Professionals and Women (BPW) and the Community Families and Work Program at Brandeis University. Shared sessions between the two groups provided an opportunity for both groups to interact.
http://www.awlp.org

“From 9-to5 to 24/7: How Workplace Changes Impact Families, Work and Community”
Business and Professional Women (BPW)
Community, Families and Work Program at Brandeis University
February 28-March 1, 2003
Orlando, Florida

This work-family academic conference was sponsored by Business and Professional Women (BPW) and The Community, Families and Work Program at Brandeis University. The purpose of the conference is to build and strengthen connections between members of the work-family community.
http://www.bpwusa.org
http://www.brandeis.edu/centers/wsrc/CFWP/

“Women’s Leadership Conference: Building Inclusion, Building Success”
March 11-12, 2003
New York, New York

This conference focused on issues related to women in the workplace. The conference focused on key issues, such as inclusion and success, women in leadership positions, breaking the glass ceiling, corporate networks, women of color, time management, stereotypes of women in business, workplace policies and culture, mentoring and power.

“Work, Stress, and Health”
Fifth International Meeting
March 19-22, 2003
Toronto, Canada

This meeting was sponsored by the American Psychological Association, the National Institute for Occupational Safety and Health, and the School of Business at Queen’s University. Work/Life issues were a central focus of the conference.

“Leading the Way: Work/Life Strategies for Institutional Change”
College and University Work/Family Association (CUWFA)
March 19-22, 2003
University of Pennsylvania
Philadelphia, Pennsylvania
The focal question was “How can work/life practitioners and researchers use their expertise to bring about culture change and heighten awareness of work/life issues?” The conference focused on research and strategies designed to be readily adapted to the campus context.

http://www.cuwfa.org

“Gender, Management and Work/Family Interface”
European Academy of Management

April 3-5, 2003
Milan, Italy

This conference track brought together the gender and management strain and the work/family strain.

Contact information: poelmans@iese.edu
**Conferences**

**“Work-life at a Crossroads: Addressing the Tough Issues”**
Conference Board  
June 17-18, 2003  
New York, New York

The focus of this conference is on current work-life issues. Speakers will discuss what drives today’s business leaders, leadership strategies in times of change, flexibility, measuring the effectiveness of work-life solutions, and creating a vision for the future.

http://www.conference-board.org

**‘Women Working to Make a Difference’**
International Women’s Policy Research (IWPR)  
June 23-24, 2003  
Washington, DC

IWPR presents its 7th international conference with co-sponsors Women’s Studies Program, George Washington University and Friedrich Ebert Foundation. The conference will address a range of issues related to women’s economic, political, health, and social status both internationally and in the US.

Information: http://www.iwpr.org/

**“Gender, Work, and Organization”**
June 25-27, 2003  
Keele University, Staffordshire, England

The “Gender, Work, and Organization” has a special sub theme: “Gender and the Public Sector

Updates:  
http://www.keele.ac.uk/depts/mn/journals/gwo.html

**Telework, E-work and Social-Economical Development**
August 24-27, 2003  
Sao Paulo, Brazil

The 8th International Workshop and Business is sponsored by The Council of Administration of São Paulo and the International Telework Foundation.

For more details, please go to http://www.crasp.com.br/telework/eng/