

WE'VE CHANGED OUR LOOK

The Children, Youth & Family Consortium has adopted a new logo and a new look. This spring we engaged in long discussions about who we are to the University of Minnesota and to the broader communities. We soon settled on the concept of bridges... serving as a bridge and building new bridges of

information and resources on behalf of children, youth and families. After settling on a new conceptual image, the visual image was a natural. And while we were in a change mode, we restyled our newsletter. We hope you enjoy our new look.

CONSORTIUM CONNECTIONS



In this issue

In this issue of *Consortium Connections* we present a sample of the ideas that emerged at Family Re-Union V. We invite you to visit our Web site or contact the Consortium office if you would like to learn more about the conference and the ongoing work that it stimulated.

And, for those of you in Minnesota, we invite you to join our energetic Minnesota delegation in developing an action plan to strengthen work/family initiatives here at home. Together we can make a difference!

Integrating family and work - for everyone's benefit

Martha Farrell Erickson, Ph.D., Consortium Director

In today's fast-paced world, how do we meet the demands — and reap the benefits — of work, while still making time to nurture — and be nurtured by — those we love? This is an issue that touches all of our lives. As psychologists have said for decades, people thrive when they work well and love well. When either suffers, so does the other. Research and experience bear that out in many ways, as we learned this summer when 1200 people gathered in Nashville for "Family Re-Union V: Family and Work." Moderated by Vice President Al Gore, this fifth annual family policy conference once again was sponsored by the Consortium in partnership with the Tennessee General Assembly's Select Committee on Children and Youth.

Family Re-Union V attracted a diverse group of leaders from business, education, religious organizations, family-serving agencies, and all levels of government. We were especially honored by the participation of President and Mrs. Clinton, Secretary of Labor Robert Reich, Secretary of Education Richard Riley, Presidential Domestic Policy Advisor Carol Rasco, and Reed Hunt, Chairman of the FCC. State and local governments were well-represented as well, including Minnesota's own Attorney General Skip Humphrey, State Senator Larry Pogemiller, and Minneapolis Mayor Sharon Sayles Belton. In addition to the participants in Nashville, many others participated in this exciting and provocative conference via satellite downlinks in over 300 sites around the country, thanks especially to the efforts of Minnesota Extension Service and the national Cooperative Extension Service.

As in past Family Re-Unions, the focus was on hearing diverse perspectives, finding common ground, exploring innovative strategies, and galvanizing the will to act on these ideas for the well-being of families. The clearest message throughout the conference was that this does not have to be a zero-sum game. In fact, healthy families lead to a healthy work place — and vice versa. A family-friendly society is good business, and that is in all of our interests.

Some of the major questions addressed at Family Re-Union V include:

How are families faring in today's changing world of work?

We heard about the many working parents who stretch to give their children the time they need, sometimes at the expense of the parental relationship itself. And we heard that for some parents home is a place of little support and few rewards — making the workplace a more gratifying place to spend time. We learned that change is the norm in today's workplace, and that change of all kinds puts stress on families. Especially poignant were stories of families thrown off balance by corporate downsizing. But we

Mission Statement

The Children, Youth & Family Consortium was established in fall 1991 in an effort to bring together the varied competencies of the University of Minnesota and the vital resources of Minnesota's communities to enhance the ability of individuals and organizations to address critical health, education, and social policy concerns in ways that improve the well-being of Minnesota children, youth, and families.

also heard success stories of how employers and employees are working together in new ways for everyone's benefit.

How are companies accommodating the needs of workers and families, while maintaining productivity and profitability?

Most encouraging were the stories of businesses who have made a commitment to give their employees the control and flexibility they need to successfully integrate their work and family lives. In testimony from big businesses like Starbucks, Saturn, Felpro, Patagonia, Marriott, the L.A. Power and Light Company, and Minnesota's own Ceridian Corporation and West Publishing, we heard how family-friendly policies lead not only to

healthier families, but to greater productivity, loyalty and therefore profitability. Although smaller businesses often struggle to provide the costly benefits that workers need, many informally implement innovative, flexible policies that serve families and business very well.

To ensure that families and

the workplace both thrive, what needs to happen next and who needs to do it?

Most conference participants agree that a first critical step is to spread the word that work/family can be a win/win; family-friendly workplace policies yield benefits that far outweigh the cost. Furthermore, as many participants indicated, such policies are morally right. We also need to recognize and honor the efforts of family-friendly workplaces, and we need to commit to wide dissemination of successful strategies. In the public policy arena, we need to evaluate all policies in terms of how they affect the ability of workers to maintain strong families and be effectively engaged in work.

Finally, on the homefront, we need to work together to increase support and reduce stress. Too many workers today are struggling in relative isolation as they try to care for themselves, their children and, in an increasing number of cases, their aging parents. In an age when dual-career families are in the majority, we must find new ways to build communities that sustain families and their individual members.

Family Re-Union V will provide a huge boost in awareness nationwide of an issue that promises to be a key economic and social issue during the next 10 years; it is arguably the fastest-growing topic facing American business in the late '90s.

—Mike Chapin, NSP



Both work and family are very important in defining who people are. They historically have been seen as opposing factors. What's happening now is that we need a new form of reference on how we look at individuals — not separating life and work. I agree with comments made at the conference about integrating work and family as opposed to balancing them.

—Kathleen Sullivan, Stanford University

CONSORTIUM CONNECTIONS

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Children are the unseen stakeholders in the American workplace

Stewart D. Friedman, Director, Wharton Life Interests Project, University of Pennsylvania

Family Re-Union V: Work and Family, looked at the different ways employees, corporations, and the government are all grappling with how to balance work and family. How children are affected by the quality of their parents' work lives has been largely unexplored, however, by researchers and policymakers. In our forthcoming book, *Crossing Great Divides* — based on detailed data about the personal and professional lives of alumni from both The Wharton School and Drexel University — co-authors Jeff Greenhaus, Saroj Parasuraman, and I show the impact that the design of work and the management of careers have on the physical and mental health of working parents' children.

For example, children have better physical health if their mothers and fathers have authority and control over work. Having responsibility for determining how, when, and where work is done may be the right medicine for today's working parents, giving them flexibility to pick up a sick child at school, take a child to the doctor's, or to stay at home when a child is sick.

Also, children have better mental health if their mothers have authority and control over work. The discretion that comes with authority allows mothers to attend to the emotional needs of their children more than if they are constrained by others at work imposing scheduling and other demands about how work should be performed. Authority at work might also contribute to bolstering the sense that one is respected and seen as capable and this, in turn, might make mothers more effective in providing competent nurturing for their children. In addition, seeing their mother as someone with authority might provide a positive role model for children that makes them feel good about themselves as competent and capable people.

Surprisingly, a parent's time spent on work has no impact on children's health. We do find, however, that the more time working mothers take for their own relaxation the fewer their children's behavior problems, and the better they feel about themselves as parents. But while work time is not an important factor affecting children, psychological conflicts between parents' work and personal lives do affect them. Children have more behavior problems if their parents' work interferes psychologically with family or with relaxation.

For the benefit of children, then, both mothers and fathers need discretion and flexibility at work and they have to keep career and work concerns from invading the psychological space required for thinking about their children's emotional demands. But what about the business side of the work/life equation?

At the Wharton-Merck Work/Life Roundtable we're studying alternatives that allow workers and employers to succeed in managing work/life dilemmas. Our premise is that work and personal life must be understood not as competitive but as collaborative forces; the tensions between them should be viewed as opportunities for crafting new solutions to challenges faced both at work and in life beyond work.

Organizations are changing: Slow-moving, steep hierarchies are giving way to lean, team-based structures that require speed and flexibility. And employees are changing: For many, commitment to a business comes more from opportunities for freedom and flexibility from a chance to climb the corporate ladder. Updated employee benefits policies alone are not sufficient to ensure success in this brave new world. Needed are new skills, new attitudes, and a new psychological contract at work. Family-friendly policies work only when an organization's leaders are passionate about creating an environment that supports both productivity and psychological health.

Our field research has shown that it's a two-way street: Both employees and managers have to know how to clarify what's important, focus on relationships and multiple life roles, and continually experiment with how goals are achieved.

For employees this means, among other things, that self-scrutiny is required in order to be clear about one's life priorities. Additional competencies that must be developed are having the ability to assertively express one's needs, finding support for aligning actions with values, clarifying boundaries among different roles, and being flexible, both at work and at home. Parents, like business itself, must re-examine expectations, and seek new ways to meet competing demands. The time for money tradeoff (comp time instead of pay for overtime) recently proposed by both President Clinton and Senator Dole, for example, would allow employees time off instead of overtime pay.

Managers, too, have to develop new competencies to help bridge the chasm between family and personal life. They have to communicate clear performance goals, so that employees know what is expected of them, and then reward people for achieving these goals, not the number of hours they spend working towards them. Innovation and flexibility in how work is done should be encouraged by questioning traditional assumptions.

The workplace structures and the culture of the workplace are pulling us all into this totally work-a-holic culture and that's going to harm not only our families, but I think it's also going to harm our businesses down the road even though they may not know it.

—Lotte Baily,
Massachusetts Institute of Technology



Stewart D. Friedman

Employers need to start thinking of the workplace as their employees' community. That means making the workplace family-friendly because if individuals are doing well in their personal and home life, they are going to do well at work.

—Hubert H. Humphrey, III,
Attorney General,
State of Minnesota

I was struck by the realization of how many distinct and fascinating points of view and institutions were represented — and all with profound work and family concerns... It is an issue shared by all of us.

—David Rodbourne,
MCCR, University of St. Thomas

Family Re-Union V may have been more light than heat, but for those of us who have been working in the dark for years, that light was plenty welcome!

—Susan Seitel,
Work and Family Connection

Center for corporate responsibility builds business case for work and family

David Rodbourne, Director of Special Projects, Minnesota Center for Corporate Responsibility, University of St. Thomas

What is the “business case” justifying work and family policies and practices? That is the question the Minnesota Center for Corporate Responsibility’s Business Task Force on Work and Family is attempting to answer.

Meeting regularly over the last 12 months, the Center’s task force has developed a draft report positioning work/family as a benefit rather than a cost for business. Task Force chair Clint Larson, retired Corporate Vice President for Honeywell, argues forcefully that work/family strategies can improve the bottom line. Work/family options can boost productivity, enable firms to attract and retain talented employees, and strengthen employee morale and commitment to the business.

The task force organized a major, regional conference on June 1 titled “Creating High Performance Organizations: A Work and Family Perspective.” That event featured nationally recognized experts, including Brad Googins, who directs the Center on Work and Family at Boston University, and Fred Reichheld, author of *The Loyalty Effect*.

Most important, the June conference showcased three small-to-medium-sized businesses that have benefited from successfully implementing work/family strategies. Often small companies fear that they cannot afford family friendly policies, but many effective strategies can be developed at little cost to the company.

It is also important to recognize the value of some business practices that normally are not considered to be work/family strategies at all. For example Saturn’s Vice President for manufacturing reports that employees often tell him that on-the-job training in communication, conflict resolution, team building, coaching, etc. improve their relationships at home.

This summer the Center assisted the Children, Youth & Family Consortium in recruiting a strong delegation of Minnesota firms to participate in Family Re-Union V. And the center will continue to work with the consortium on follow-up activities.

Other activities of the Center’s Task Force include regular networking events to help companies compare ideas and strategies; a Fall 1996 conference, and Families That Work, a Center project that offers customized family education programs to employees at their worksites.

The Minnesota Center for Corporate Responsibility is an independent nonprofit supported by 120 business members and is affiliated with the University of St. Thomas in Minneapolis. To receive information, contact the Center at (612) 962-4120.

A good cup of joe

Michael Brott, Community Program Specialist, CYFC

You don’t have to go far to find a decaf double skinny latté these days. Premium coffee is found from coast to coast, from street corner to the fine restaurants. But next time you go into Starbucks Coffee take a good look at the employees. The backbone of Starbucks, and other service industries, is the part-time employee. Acknowledging that factor, Starbucks has implemented positive work and family policies.

Dispelling the commonly held fear that work and family policies and programs aren’t possible at the part-time level, the coffee giant offers a comprehensive benefit package to both part- and full-time workers, and every eligible Starbucks employee is a partner in the Bean Stock stock option program. “We realize that our people are the corner-stone of our success, and we know that their ideas, commitment and connection to our customers are truly the essential elements in the Starbucks experience,” says Chairman and CEO Howard Schultz.

Schultz, who was part of a business panel at Family Re-Union V, grew up as a blue-collar kid from Brooklyn. His vision and commitment to company and human values, propelled this coffee conglomerate from its original store in the Pike Place Market in Seattle, in 1971, to 11 stores in 1987, to more than 825 stores across the country today. Understanding that quality employees are the key to the success of the company, Schultz encouraged Family Re-Union V attendees to look hard at their work force. “You have to recognize the people doing the work deserve the same recognition as those who are wearing the white collars.”

As the coffee chain continues to serve up cappuccinos at a rapid pace, they also should be seen as a model for others in the service industry and those with part-time workers, demonstrating that positive work-family policies and practices are not only feasible, but good business strategies as well.

Companies find educational resource in St. Paul

The Working Parent Resource Center (WPRC), in downtown St. Paul has earned a reputation as a quality provider of work/family educational services. Founded in 1986, this unique program of the St. Paul Public Schools has grown from a few classes offered downtown to over 200 seminars, classes, and training sessions conducted annually throughout the Twin Cities area and beyond. Companies served include Ceridian, St. Paul Companies, 3M Company, Minnesota Mutual Life, Ramsey County, and many more.

The educational sessions provided by the Center are scheduled during times that are convenient to working parents - most often during the noon hour. Marcie Brooke, Director of WPRC, and her staff believe that parents are the child's first teachers and that they are in the best position to decide what will work for a particular child. "The philosophy is to empower parents by providing information, by stimulating thought, and by facilitating discussion", said Brooke. She notes that their programming covers work/family issues throughout the life cycle. Topics from nutrition and health to communication and discipline.

Staff members also travel to work sites throughout the Twin Cities metro area, and more recently on a state and national level, offering classes and seminars that focus on many of the same work/family topics offered at WPRC facilities. At a company's request, the staff will meet with supervisors to discuss how they can change benefit packages or company policies to make the work place more family friendly. Their St. Paul office also maintains a free lending library of materials and a computer database of child care options in the Twin Cities.

Since 1990 the Resource Center has sponsored the Week of the Working Parent to acknowledge the contributions made by working parents and employers who support them. "Working Parent Support" awards are presented to companies who sponsor on-site educational programs through the Center.

For more information about the Working Parent Resource Center call (612) 293-5330 or write them at North Central Life Tower, Fifth Floor, 445 Minnesota Street, St. Paul, MN 55101.

One thing I think is very important for the workplace is to allow the workers the freedom to be the whole person. If you are not happy at home, and if you must choose between A and B, your family should always win. If the workplace does not understand that, an educational process needs to happen in the workplace because I believe we are a whole person and you can never choose.

—Sue Hanson, Minnesota Twins



Gigi Acker presenting a seminar on quick and healthy meals

Family Reunion V: Family and Work conference web site

The University of Minnesota's Children, Youth and Family Consortium has developed a web site for the Family Reunion V Conference. The site is part of the Consortium's Electronic Clearinghouse and can be found at <http://www.cyfc.umn.edu/familyreunion.html>

At this site you will find:

- a web conference forum where you can enter your comments on three topics: balancing family and work, reinventing companies, and children's experiences;
- directions for joining the conference email discussion group which will connect you by email to others interested in family and work issues;
- information on the satellite down link project including a list of participating sites;
- summary information from Family and Work survey conducted by Yankelovich and Associates for the conference

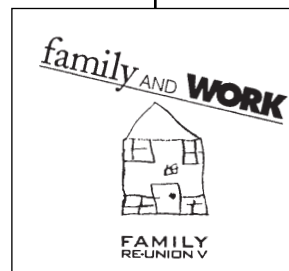
- the conference agenda and biographical information on participants;
- articles, essays, speeches and tip sheets on family and work issues; and
- links to other web resources on family and work.

The Consortium invites you to visit the web site, use the information provided and exchange ideas through the email discussion or the web conference forum. You are also encouraged to recommend material for the web site, including research, articles, editorials and program descriptions. These should be sent to CYFC, 12 McNeal Hall, 1985 Buford Ave, University of Minnesota, St Paul, MN 55108. When possible, please provide an electronic copy (e.g. email to cyfcec@maroon.tc.umn.edu or mail a diskette with your hard copy).

If you have questions or suggestions regarding the web site, call Lori Bock at (612) 625-7251.

Downsizing is making those affected feel insecure. We've got to break free from special interests. We need a new commitment to the common good. And that's got to be the priority, not the next stock market.

—Betty Friedan



Consortium Calendar

September

September 19

"Children Are a Public Good — Investing in a High Quality Child Care System," coordinated by the Alliance of Early Childhood Professionals. Earle Brown Center; 9:00 a.m. - 5:00 p.m.. For more information contact the Alliance at (612) 721-4246.

September 26

"Psychopharmacology Made Simple: A Workshop for Mental Health Professionals," a continuing education program of the National Association of Social Workers, Minnesota Chapter. Earle Brown Center; 9:00 a.m. - 4:00 p.m. For more information, call NASW at (612) 293-1935.

September 24-25

"A Season of Change ... Waves of Opportunity" sponsored by the Minnesota Association of Community Mental Health Programs, Inc. Madden's Resort; Brainerd, MN. For more information call (621) 642-1903

September 26-27

"At Risk Does Not Mean Doomed" featuring Craig Ramey, Ph.D., Director of Civitan International Research Center; Crystal Community Center. For registration information call June Audette at (612) 537-0538.

October

October 18-19

38th Annual Conference on Children and Families, MN Association for the Education of Young Children (MnAEYC). Minneapolis Convention Center. For more information call (612) 646-8689.

October 20-24

Minnesota Nurses Association state convention, Craguns Resort; Brainerd, MN. For more information call Kathy McDonough at (612) 646-4807.

October 24-26

"Relationships as Developmental Contexts," Thirtieth Minnesota Symposium on Child Psychology. Frederick Weisman Art Museum, Mpls, MN. Free and open to the public. For more information call LuJean, Institute of Child Development, University of MN, at (612) 625-6549.

CONNECTION CORNER

Forum on impact of welfare reform impact

Recent passage of the historic welfare reform bill means major changes ahead for counties and the state of Minnesota. The challenge of these changes lies in providing supplemental services, such as food stamps, with reduced federal funds to children and families needing assistance.

The College of Human Ecology (CHE) at the University of Minnesota will host a forum for the exchange of information among leaders of public agencies, non-governmental associations and academia. The forum, "Leadership Perspectives for Responding Knowledgeably to Welfare Reform" will be on Wednesday, October

16 at the Earle Brown Center on the St. Paul campus. The focus of this seminar is the impact of welfare reform on food and nutrition, and its relation to school as well as work.

To facilitate good discussion, seats will be allocated among interested participants for balance among categories of public, non-governmental and the academy. A small fee will be charged for food.

For registration and more information, please contact CHE at (612) 625-1201, fax (612) 625-6285 or via email to jbatt@che2.che.umn.edu. Give your name, address and category.

Minnesota corporation wins national award

Congratulations Ceridian Corporation! Ceridian, an information services and defense electronics company, recently received a 1996 corporate citizens award for "outstanding citizenship and dedication to employees and the community". The award was given by the U.S. Department of Labor; this is the first time the Department has given this award.

Ceridian supports such arrangements as flexible hours, job sharing and paid time off for personal responsibilities. CEO Lawrence Perlman believes that the policies are critical to company growth and profitability.

What shapes and breaks the confidence of American girls

A.F.F.I.R.M. — Adolescent Females Finding Identity, Respect, and Merit — is a forum on how to empower and build strength in adolescent girls. This non-denominational program for adolescent girls, parents, educators, counselors and community leaders will take place on November 3, 1996 from 12:45 - 4:30 p.m. at Temple Israel in Minneapolis.

Dr. Marsha Pravder Mirkin, faculty member of Stone Center at Wellesley College will deliver the keynote address. There will be workshops for adults and

peer focus groups for the girls following the keynote.

A.F.F.I.R.M. is sponsored by the National Council of Jewish Women (NCJW), Greater Minneapolis Section; Jewish Family and Children's Service of Minneapolis; the American Association of University Women, Minneapolis Branch; the Blake School; and the Wellesley College Club of Minnesota.

The cost is \$5.00 per participant; financial assistance is available. Contact NCJW at (612) 545-1120 for registration.

Success for our children

St. David's School for Child Development and Family Services is proud to present the Fifth Annual Parenting Symposium, Success for Our Children, on November 12-13, 1996. Tuesday evening November 12 will feature a lecture for parents by Adele Faber, the renowned author of *How to Talk So Kids Can Learn: at Home and at School*. The symposium will be held from 7:00-9:00 p.m. at St. Joan of Arc Church. The cost is \$5.00.

The following day, professionals working for children and families will be treated to an all-day workshop featuring Dr. Robert Brooks, Dr. Jerome Hanley and Adele Faber. Workshop tickets cost \$80 for the full day and \$65 for the 1/2 day session with scholarships and group discounts available. The workshop will be held at the Hyatt Regency in Minneapolis.

For additional information, please contact St. David's School at (612) 939-0396 ext. 500.

FDA delivers new teen smoking rules

On August 23, the Food and Drug Administration issued its final rules regulating tobacco products and proposing to reduce tobacco use among children by implementing nation-wide rules on youth access, restricting image

advertising in sports sponsorship by tobacco companies and initiating a major health education effort. As always, you are free to contact your legislator(s) to express your opinion.

CONSORTIUM UPDATE

New email address

Need information from the Consortium? Want to request or submit materials? The Consortium has a new e-mail address: cyfc@che2.che.umn.edu Of course you can contact us by phone, fax or regular mail as well.

Seeds Of Violence

"Seeds of Violence or Seeds of Promise" is a series of four quarterly reports presented by the University of Minnesota's Children, Youth & Family Consortium and the College of Education and Human Development.

Combining research with photo stories of Minnesota children and families, the reports suggest what we each can do to ensure good outcomes for young people in our communities. The first report, released in April, summarized research findings about protective factors that help children thrive even in the face of high-risk circumstances.

The newly-released second report emphasizes the importance of a secure parent-child attachment and, more generally, the power of caring adults in children's lives. Reports three and four will focus respectively on the importance of father involvement and community initiatives that are making a difference for young Minnesotans.

To receive the current report, contact the Consortium at (612) 625-7248 or email us at the address above. Also, portions of each report will be printed monthly in *Family Times*.

CEC collaborates with local organization

The Minnesota Organization on Adolescent Pregnancy, Prevention and Parenting now has information available on the World Wide Web. The site includes

- information about MOAPP's products and services
- several of their publications
- a listing of their recent accomplishments
- material about InfoExchange (a comprehensive resource center)

The Consortium's Electronic Clearinghouse (CEC) provides the information under the Adolescent Theme area. The address for the new MOAPP site is <http://www.cyfc.umn.edu/youth/MOAPP.html>

CEC is currently working with several local and national organizations to make their information available through the World Wide Web. If you have information you would like distributed in this way, contact Lori Bock at (612) 625-7251.

Spiritual life of children

This Fall the Consortium and the U of M's Department of Educational Psychology will begin a series of three brown bag lunch sessions on the topic of the spiritual life of children. These informal gatherings will include brief presentations followed by questions and dialogue; a light lunch will be served. AFTER September 16, call the Consortium office (612/625-7243) for more information.

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Children are a public good

The Alliance of Early Childhood Professionals, in partnership with University and community child and family-focused programs, is presenting "Economic Summit II: Children are a Public Good-Investing in a High Quality Child Care System." Participants will have the opportunity to hear about exciting research that explores the incremental expansion of the sliding fee system. Participants will also have the

opportunity to discuss and inform the Alliance of their vision of a high quality child care system and to develop a set of strategies for realizing the vision.

The Summit will be held September 19, from 9:00 a.m. - 5:00 p.m. at the Earle Brown Center on the University of Minnesota St. Paul Campus. For registration and information contact the Alliance at (612) 721-4246.

Anoka Crisis Nursery

In celebration of five years of serving families in crisis, the Children's Home Crisis Nursery of Anoka County is hosting an open house on Thursday, October 3, 1996 from 9:00 a.m. to 4:00 p.m. An information table with relevant articles, legislative updates, and crisis nursery programs will be available.

For more information on the open house, volunteering, or making donations to the Anoka Crisis Nursery, please call (612) 785-9222 or write: 500 Osborne Road, Unity Professional Building, Suite #115, Fridley, MN 55432.

Consortium Calendar

November

November 1

"Helping Children and Adolescents Cope with Grief," fall conference of the Minnesota Coalition for Death Education and Support, featuring Alan Wolfert, Ph.D. Sheraton Inn-Midway, St. Paul; 8:30 - 4:00 p.m. For more information contact Ben Wolfe at (218) 726-4402 or Paula Dicke at (612) 625-6152.



November 7

"Stuck in the Middle With You: Protective Services and Liability Issues." Holiday Inn, St. Cloud. For more information call MN Social Services Association at (612) 644-0556.

November 7

"Bugs, Backs, and Burnout," a 2-hour interactive video conference for child care providers presented by the Metropolitan Visiting Nurse Association. The conference, held from 7:00 - 9:00 p.m., awards two hours of inservice credit for \$10.00 and meets the requirements for OSHA, Employee Right to Know. Video sites scheduled for Duluth, Fergus Falls, Moorhead, Plymouth, Willmar, Windom, and St. Paul. For more information call Sandy and MVNA, (612) 378-5831.

November 10-12

"The National Conference on Shaken Baby Syndrome: A Medical, Legal and Prevention Challenge." Little America Hotel, Salt Lake City, UT. For more information call (801) 399-8430.

December

December 5

"Families: Understanding and Nurturing Their Spiritual Health," annual conference of the Minnesota Council on Family Relations. Earle Brown Center, St. Paul. For more information call Lowell Johnson at (612) 653-3115 or Christa Treichel at (612) 642-9067.

Stop the Violence Day at the Dome

Sunday, September 29, 1996

Music on the Plaza at 12 noon, Game at 1:05 p.m.

Sponsored by: **Medtronic** 

Minnesota Medical Association

Minnesota Attorney General Hubert H. Humphrey III

Ramsey/Hennepin Initiatives for Violence-Free Families & Communities

University of Minnesota's Children, Youth, and Family Consortium

WomanKind/Fairview Health System

Don't miss your chance to see the Minnesota Twins take on the Chicago White Sox in the last game of the regular season. Sell out the Dome to Stop the Violence! The afternoon will include special half-price lower-level seating (only \$6.00!), a pregame rally with music, food vendors, and entertainment in the Plaza, and a Major League scoreboard welcome. Cohosted by Minnesota Cable Communications Association, Minne-



sota Hospitaland Healthcare Partnership, Minnesota Nurses Association, Minnesota Council of HMOs, Center for Reducing Rural Violence/Citizens Council, Allina, Blue Cross and Blue Shield of Minnesota, Health-Partners, Citizens for a Safer Minnesota, Ramsey Medical Society, Hennepin Medical Society, Minnesota Chapter of the American Academy of Pediatrics, and growing.

Please return your form to:

Minnesota Twins Sales Department; Attn: Stop the Violence Day; 501 Chicago Ave. South; Minneapolis, MN 55415, or fax (612) 375-7522

Please call Stacy Bjorklund at (612) 375-7482 with any questions.

Stop the Violence Day at the Dome

Sunday, September 29, 1996, 1:05 P.M.

Name: _____ x \$6.00 (regularly \$12.00) = \$ _____
 Address: _____ Handling \$ 2.00
 City, State, Zip: _____ Total \$ _____
 Phone: _____
 Charge by credit card in the amount of \$ _____
 Credit card # _____ Exp. _____
VISA MC DISC AMEX Please make checks payable to the Minnesota
 Signature _____ Twins. The deadline for ordering tickets with
 this form is September 23.

Unseen stakeholders —continued from page 3

Managers themselves can be powerful role models by living in accordance with their own values and encouraging others to live by theirs. Finally, the assets that employees bring to work from their other roles must be valued.

These competencies can be learned, and, in practice, can serve to overcome such barriers to needed cultural change as outmoded assumptions about "face time," fears of creating new employee "entitlements," and ignorance of the business value inherent in employees' family and community experiences. We're assembling materials from over 50 international experts in a resource guide intended to help people learn these competencies - to cross the divides that cause needless inefficiencies for business and problems for families - and so to enrich both.

Companies as diverse as Merck, Starbucks, Fel-Pro, and Patagonia have shown that employers who value the whole life of their employees engender greater commitment and productivity. Our research shows that these corporate practices also affect the unseen stakeholders in the American workplace, the children of working parents.

Who's the Consortium?

Susan Seitel is president of Work and Family Connection, Inc., a company she founded in 1984. The company helps employers assess the impact of policies and practices on the employee and the institution. Susan writes the company's publications, Work & Family Newsbrief, a digest of the nation's news about work and family issues, and the Trend Report, which offers commentary on trends and programs related to work and family.

Norma Anderson is Vice President of Development Resources for Ceridian Corporation. She is currently responsible for executive development, career resources, corporate contributions, and Ceridian's work/life programs, in addition to her management role in the company's diversity efforts. In the 1970s, Norma directed the formation of a company day care center.

Clint Larson chairs the Task Force on Work and Family for the Minnesota Center for Corporate Responsibility. Clint, Corporate Vice President Retired for Honeywell, Inc., brings a wealth of practical experience to MCCR and is leading the Task Force in its effort to promote wider implementation of effective work/family policies, strategies and practices.

And the Consortium is You!

We're
this many



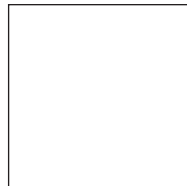
The Children, Youth & Family Consortium is celebrating its 5th birthday—and you all are invited.

Free activities, music and food for families! November 2, 11:00 - 2:00 p.m.

After September 15 call (612) 625-7243 for more details. Or check our Web site

<http://www.cyfc.umn.edu>

UNIVERSITY OF MINNESOTA



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