



**TO:** Office of the Board of Regents  
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Regent Sharkey  
Regent Shoemaker  
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Regent Hybl  
Regent Kroll  
Regent Ludwig

**Cc:** Chancellor DiStefano, CU Boulder; Patrick O'Rourke, Secretary Board of Regents; Katherine Erwin, CHRO Boulder

**FROM:** Boulder Campus Staff Council  
**DATE:** March 14, 2018  
**SUBJECT:** Paid Parental Leave endorsement by BCSC

On behalf of the University of Colorado Boulder Staff Council (BCSC) we would like to strongly recommend that you vote to adopt the UCSC proposal for **6-week minimum Paid Parental Leave** policy for both university and classified staff (*see Memorandum attached*). Currently, the University of Colorado (CU) does not offer staff any paid parental leave and that policy comes at a cost. Women's workforce advancement<sup>1</sup> and income, staff's economic security, and the university's ability to retain and recruit talented employees are all negatively impacted by the lack of a comprehensive and inclusive paid parental policy.

We firmly believe that this proposal allows the University of Colorado to join most of our peer institutions in offering this benefit to staff - further ensuring a more inclusive community for our staff. The advantages of spending uninterrupted and stress-free time away from work with a newborn or newly adopted/fostered child are well-documented and include benefits that range from increased maternal health<sup>1</sup> and reduced pregnancy complications, to increased involvement from fathers<sup>2</sup> and improved child development and health.

A recent survey administered by the University of Colorado Staff Council collected feedback from 2,885 staff on all four campuses. This survey identified the issue of paid parental leave as a key obstacles for CU employees. According to Pew Research, the millennial population is now the largest population in the workforce with roughly 53.5 million people in the workforce. They also estimate that one million millennial women become mothers each year.

Providing a broad paid-parental leave policy is now a necessity for universities and employers across the country and it is imperative that the University of Colorado join our peer institutions in providing a 6-week minimum paid parental leave policy for both university and classified staff. The policy proposal attached illustrates the impact that the lack of a paid parental leave policy has on our staff. It also includes suggestions from peer-institutions that have implemented a similar policy, as well as a university-wide breakdown of the estimated cost. We encourage you to read the proposal in full and consider adopting this policy as part of the benefits available to staff.

Respectfully submitted by,

John D. Kelly and Mirinda K. Scott  
CU Boulder Campus Staff Council Co-Chairs  
*Endorsed on March 14, 2018, Boulder Campus Staff Council*

<sup>1</sup> Memorandum, About Parental Leave, p. 3, citing Chatterji & Markowitz, 2005; and p. 4, citing Houser, L., & Vartanian, T.

<sup>2</sup> Memorandum, About Parental Leave, p. 3, citing Nepomnyaschy & Waldfogel, 2014

## MEMORANDUM

**To:** Chief Human Resource Officers, University of Colorado Campuses

**From:** University Staff Council, Parental Leave Employee Working Group facilitated by Ashley Eschler, Human Resources Manager, Employee Services, & Anne Melzer, Training Coordinator, Employee Services University of Colorado System (please see attached for list of committee members and titles) and supported by the University Staff Council

**Subject:** Proposal for Parental Leave Policy Revisions

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### Summary

This memo presents a series of recommendations put forth by a working group of employees representing each of the University of Colorado's four campuses and System Administration. These recommendations are intended to improve CU's family-friendly policies. To inform these recommendations, our working group reviewed data from a survey the University of Colorado Staff Council administered to employees across the system in November 2016 and spoke to over 20 peer institutions about their parental leave policies and practices. This research informed the following recommendations we respectfully request for consideration:

- Provide Paid Parental Leave
- Provide Gap Pay for Short-Term Disability
- Provide Options for Adoptive Parents
- Improve Paperwork and Process for All
- Provide Ongoing Support and Trainings

The following memo outlines information on Parental Leave and details these recommendations.

### Current Parental Leave at CU

Currently, the University of Colorado (CU) System does not offer paid parental leave in a consistent or fair manner to all benefits eligible employees. Although some CU departments offer Tenured and Tenure-Track Faculty varying weeks of paid leave, it is inconsistent and leaves out a large portion of the supporting staff ([College of Arts and Sciences Boulder](#)). Furthermore, Administrative Policy Statement (APS) 5019, the policy currently in place governing the administration of Parental Leave as it applies to all CU employees, has historically been confusing, difficult to navigate and rife with bureaucratic pitfalls.

In its current state, APS 5019 allows university staff and twelve month faculty six months (pro-rated for part-time) of job protected leave in which they may use accrued vacation and sick leave or leave without pay. This time is to run concurrently with the 12 weeks provided by the Family Medical Leave Act. Tenured and tenure-track nine-month faculty are entitled to 18 weeks of leave using only sick time, as they do not accrue vacation.

In response to these and other issues related to accessing APS 5019, we, the members of this working group, have identified issues related to the policy as it stands at CU. We have researched other policies and solutions implemented at peer institutions and organizations and make a series of recommendations for the University of Colorado to consider. Our goal is to enhance CU's reputation as an excellent employer and position as a leader in employment in the state of Colorado making CU a family-friendly working environment that attracts and retains top talent, now and in the future. We believe a comprehensive reform of APS 5019 is essential to achieving this goal. We respectfully request the following be considered by CU leadership:

## Recommendations for Consideration

- **Provide Paid Parental Leave:** Provide the equivalent of six-weeks' pay (graduated at 100% over 6 weeks, 75% over 8 weeks, or 60% over 10 weeks) for Benefit Eligible University and Classified staff employees.
  - Any University or Classified CU employee, who is full-time or greater than a 0.5 FTE Benefit Qualifying Employee at the University at the time of announcing their impending qualifying major life event (Birth or Adoption of a child) to their supervisor qualifies for usage of Paid Family Leave and FMLA (inclusive of all types of hourly employees who are often the first to be left behind and stand to benefit the most and cost the least to the University). This plan should cover University Staff and Classified Staff. If both Parents are >0.5 Employees of the University, only one parent is eligible to take Paid Family Leave under the Policy. (They are both entitled to FMLA) The second parent should be allowed to use their sick time or vacation time (their choosing) if they wish to take time off at the time of the birth or placement of a new child by way of adoption in their home.
  - The cost at full pay for 6 weeks is the same as 75% for 8 weeks, or 60% pay for 10 weeks (Example: based on an employee's annual salary of \$50,000 this would cost \$5,769.23). The cash out to the individual employee remains the same. We recommend giving departments and staff the choice for which they would like to choose (3 options) based on circumstances that are individual to the parent and child. This would allow for an adjustment and acknowledgement that some birth experiences require more physical and mental healing and that there is a diversity in employees' financial means to allow for reduced time or pay. This would be followed by the option to use sick time to make up the difference if choosing options 2 or 3 first. Paid Parental Leave would serve as a complement to and be used concurrently with all existing policies that provide unpaid leave, including FMLA and the current Parental Leave Policy for University Staff and Faculty.
- **Provide Options for Adoptive Parents:** Provide the above benefit to adoptive parents in addition to allowing them to use sick time instead of vacation during parental leave. Additionally, if a family planning to adopt would like to waive their parental leave payout as described above, they can instead choose an Adoption Stipends of \$5,000 to be used towards their adoption fees.
- **Improve Paperwork and Process for All:** The process for taking leave should be improved and amended to eliminate any need to fax paperwork once leave has started. The majority of paperwork should be able to be submitted before leaving. If additional signatures are needed, they should be procured through an automated electronic system. We recommend that ALL paperwork be filled out ahead of time and put in DocuSign for employees to approve (on their phones, tablets, or computers) at home and should NOT be required to come into the office to sign or fax items to CU or STD insurers.
- **Provide Ongoing Support and Trainings:** CU HR Employee Relations should hire at least 1.0 FTE dedicated to FMLA, STD, and overall leave. Their primary duties will be to work with employees to answer Parental Leave questions, provide trainings and promote education around policies to all CU Staff.

\*Note: If at any time in the future federal or state-level leave policies are enacted, they will likely change the shape of our University policy. In this instance, the working group recommends that only benefits

that exceed those listed in the final approved policy be added to the University policy once approved. Therefore, if a state law is enacted that provides 4 weeks paid leave, the University would then pay the difference between what is already approved (say 6 weeks paid leave is accepted less 4 weeks State/Federal new law, would mean CU is still required to pay the remaining 2 weeks) and shall not decrease benefits to University employees at that time. This should be applicable to both pay directly as well as STD Insurance.

### **About Parental Leave**

Parental Leave is at the center of countless debates about and suggestions for more family-friendly employer practices. The advantages of spending uninterrupted and stress-free time away from work with a newborn or newly adopted/fostered child are well-documented and include benefits that range from increased maternal health (Chatterji & Markowitz, 2005, p. 4), to increased involvement from fathers (Nepomnyaschy & Waldfogel, 2007), and improved child development and health (Baum, 2003; Ruhm, 2000). Believing deeply in the importance of these benefits to parents, children, families and society, many industrialized nations either provide or require that employers offer paid leave to new parents (of adopted, fostered or biological children) ranging from several weeks to several months. Among the most generous and well-known policies is that of Norway which allows 54 weeks at full-pay that can be shared between parents and a further year of unpaid leave before the child turns three (Ray, 2008).

In the United States the only federal standardization for leave is the Family Medical Leave Act (FMLA). The FMLA was enacted in 1993 to help protect the jobs of Americans while they take time off to recover from serious illness, care for an ailing family member or bond with a new child. Under the FMLA, an eligible employee is entitled to take up to 12 weeks of unpaid leave every 12 months without the risk of losing their job. Family Medical leave is unpaid, although many employees choose and some employers require employees to use their accrued paid vacation and sick leave during that time (Guerin & England, 2012).

While the FMLA is an important first step, many agree that the policy leaves much to be desired. To begin, the FMLA is unpaid. However, taking unpaid leave is not always an option, especially as nearly two-thirds of families in the United States have women as primary or co-breadwinners of the family (Boushey, 2009). Additionally, FMLA doesn't recognize domestic partnerships and excludes approximately half of all workers, including those who have worked with their company for less than a year or haven't worked enough hours to qualify (Waldfogel, 2001). For years, companies in the private sector have adopted more robust parental leave policies to address the issue of being considered less than family-friendly, which had an impact on the retention of female workers (Joint Economic Committee Majority Staff, 2008). The same suggestion has been made to institutions of higher education.

Family-friendly policies like parental leave are especially important in academia where work-life balance is made more difficult by large work-loads and increasing pressure to publish and secure funding (Watts & Robertson, 2011). In 2001 the American Association of University Professors (AAUP) suggested that "the lack of a clear boundary in academic lives between work and family has, at least historically, meant that work has been all pervasive, often to the detriment of family". This is supported by the findings of a recent study that found that university employees were significantly more negative about the work-family climate at their workplace than employees in industry (Anderson, Morgan, & Wilson, 2002). Another study found that when rating their satisfaction or dissatisfaction with balancing work and family time, the average rating for faculty was a 2.81 on a five-point scale (one being very dissatisfied and five being very satisfied) (Trower, 2012). Knowing that conflicts between work and life have been found to lead to expensive and disruptive job-related outcomes such as job dissatisfaction and turnover, this issue has deep implications for the bottom lines of institutes of higher education (Galinsky, Aumann, & Bond, 2011). However, we know that when work-family policies are used effectively they have the ability to inspire

loyalty and a sense of community (Hollenshead, Sullivan, Smith, August, & Hamilton, 2005) and in turn could potentially have an effect on the staff who support them. And at a time when more women of childbearing age are choosing to become faculty, adopting family-friendly policies is more important than ever for universities and colleges (Panofsky, 2007).

In recent years, work and family issues have begun to garner the serious attention they deserve from institutes of higher education. In 2013 the American Council on Education (ACE) acknowledged its official support of work- life balance, suggesting that “supporting flexibility becomes a core leadership competency to enable our faculty to meet the increasing demands of twenty-first century workplaces and to meet their personal and family responsibilities” (as cited in Bryan & Wilson, 2015, p. 1). They cited the following as main reasons for supporting work-life balance: “revitalizing and retaining faculty; promoting inclusion and diversity; remaining competitive internationally; keeping up with the private sector; recruiting and retaining future generations; and saving the institution money”(American Council on Education, 2013). Additionally, the AAUP encourages both public and private educational institutions to go beyond the minimum coverage prescribed by the FMLA and provide some form of paid family-care leave (American Association of University Professors, 2001).

### **Why bring Paid Parental Leave to CU**

Although the research above focuses on leave and family issues specific to faculty, staff in higher education face similar challenges and traditionally have less built in work flexibility than faculty. The staff population at CU is roughly 8,800 and these staff often do more with less. Colorado has been one of the lowest funded states for higher education, often putting a burden on employees to work long hours and feel they may not be able to take the time off they need .

A recent survey administered by the University Staff Council collected feedback from 2,885 staff on all four campuses. This survey identified the issue of paid parental leave as key obstacles for CU employees. Statistics show that new mothers, are more likely to return to their organization when they are given paid leave after the birth of a child. (Houser, L., & Vartanian, T. January 2012) More than half of the respondents indicated that the University having a paid Parental Leave benefit was important to them. Also, 45% of Unclassified Staff respondents and 40% of Classified Staff said that they would be likely to use a parental leave benefit if one were offered to them.

We must consider the status that the University has as an employer amongst other in the state and nation. As an institution who thrives to be innovative and state of the art, we should also be looking to support our employees in new and better ways. To see a full comparison of PAC-12 competitors, please refer to the PAC-12 comparison document. Other intuitions and private companies locally are listed below:

- University of Denver offers staff 10 weeks of paid leave.
- Colorado State University offers staff 3 weeks of paid leave.
- Ohio State provide birthing mothers up to 6 weeks of paid leave and fathers or adoptive parents 3 weeks of paid leave.
- University of Minnesota provides birthing mothers 6 weeks of paid leave. They also offer 2 weeks of paid leave for spouses and adoptive parents.
- Cochlear Americas provides employees 4 weeks of paid leave for birthing mothers, and 2 weeks of paid leave for fathers. This leave can be used after the employee has used their short term disability extending the time spent with their newly born child.
- IHS Markit has recently updated their paid parental leave to 12 weeks for the primary caregiver and 6 weeks for the secondary caregiver.

As millennials become the largest segment of the workforce and continue to have children, we must find ways to satisfy the needs of this ever growing population. According to Pew Research, the millennial population is now the largest population in the workforce with roughly 53.5 million people in the workforce. (Fry, May 2015) They also estimate that one million millennial women become mothers each year. Now is the time to capture the upcoming needs of this growing population to ensure the university is an economic, social, and cultural catalyst. In order to retain faculty and staff, and maintain our status as a top University in the country, we propose implementing a family-friendly parental leave policy at CU.

### **Funding Paid Parental Leave**

The participants of the paid parental leave group are not experts on funding for the University of Colorado. However, we believe the time off could be self-funded. It is possible an additional cost to a department could be incurred if a temporary employee is required to provide support while the individual is out on leave.

Typically, departments budget a position and the full salary for that position every fiscal year. This means that whether the employee is out of the office or not, the funding to pay that position remains in place. If the work of the person taking paid parental leave can be absorbed by others in the department, there would be no additional cost to the department. However, in this situation, indirect costs may arise as a result of employees being on paid time longer than they might be without parental leave, thereby decreasing or eliminating unpaid leave time for the employee. This unpaid time is salary savings for the department and is sometimes used to offset the cost of hiring temporary support or paying stipends to others in the department to cover the duties of the employee on leave.

### **Alternatives for Consideration**

The list above is our official recommendations; however, if this is not possible or the University cannot accommodate these needs at this time, we recommend considering the following policies:

- Provide four weeks of paid parental leave utilizing the same method as described above for six weeks of fully paid leave.
- Establish a policy where the University matches vacation and sick time up to 3 weeks.
- Shorten the wait period for Short Term Disability and allow employees to accrue sick and vacation while utilizing STD.
- Establish a University Staff Parental Leave Bank where people can donate time to be allocated for the purpose of parental leave. This can coincide with current leave sharing programs and employees could choose which bank they donate their leave to.
- Provide a family planning option to buy extra sick time at a monthly rate that could be utilized during leave parental leave.
- Provide Gap Pay for Short-Term Disability: Improve and amend the process for submitting and accessing STD so that eligible employees can use it immediately or at the latest within one week of giving birth. They should also have the ability to use sick time as gap pay during this time.
  - Followed by STD pay at 60% with the allowance for the employee to cover the remaining 40% with sick time (while also receiving the 60% STD to get the employee up to 100% pay until sick time is used up), and finally dipping into vacation as a last option. During the Paid Family Leave portion, all sick and vacation time that would be accrued will be given to the “pot/pool” to pay for Paid Family Leave by the individuals using it. University Employees who roll over sick and vacation time that is “lost” to an individual can go to the pool to pay for maternity leave. Any individual having extenuating circumstances such as extended bed rest, preterm birth resulting with a baby in the NICU or requiring extra care, or extended time under a doctor’s care can be petition for extra paid time out of the pool.

# Personal Testimonials

## **Jessica Gammey**

The birth of a child conjures unprecedented love and excitement for parents. We are thrilled to learn someone we care for is expecting. We shower them with advice and gifts and tales of pregnancy and birth experiences. What we don't talk about is the fiscal strain that coincides.

I became pregnant with my first child a few months after starting work at CU and just barely qualified for FMLA. Banking all my sick and vacation time during that first year to use for unpaid time off, amounted to about five and a half weeks. I stayed home an amazing 12 weeks bonding with my child, breastfeeding on his schedule and caring for myself.

Wonderful as it was, in my household, my husband would be the stay-at-home parent. When my unpaid leave started, our income stopped. Needless to say this required a certain amount of planning and saving and elicited a good amount of stress.

Upon returning to work, with both my sick and vacation time exhausted, left us with no PTO in the event anyone in our family, or I, became ill or needed to go to the doctor. Incidentally, I had some complications post-pregnancy that required surgery and visits to a specialist.

I had further complications during my second pregnancy, forcing me to use three weeks of the five weeks I had saved before the birth. I worked part-time at the office and part-time from home; doing neither justice. It was exhausting. I was unable to properly care for myself and fully rest during this time.

Later that year I required knee surgery, and the resulting physical therapy. While my supervisors are very supportive and offer flexibility in work schedule, it was stressful not having that sick time available to use. Between doctor appointments for myself and my children; I use it as soon as it accrues.

I am a mother, but I also have a strong desire to grow my career. A male coworker and his wife had their children at the same time as I did. His career didn't stall when he had a child, but he also didn't get the time to stay home and bond with his child that I did. Surely there is a balance between the two that shifts our society to not just say it values families but to do so in practice allowing both parents to bond with their children at this pivotal point in life, but to also get back to their jobs feeling supported fiscally and emotionally.

## **Anna Harnden**

I am writing you to express some challenges I had with the University's current policy for maternity leave. As you may be aware, short term disability covers 6 weeks with a 30 day waiting period. This only leaves 2 weeks of paid leave. This policy creates several challenges for a mother.

I recently had my 2<sup>nd</sup> child in November. One of the challenges was the financial piece. It was difficult figuring out the funds to cover the 30 day waiting period. Unfortunately, I was only able to save enough vacation and sick time to cover 2 weeks of the 30 day waiting period. Prior to working here, I was an employee at a movie theater. Their maternity policy is 6 weeks paid, with the option of adding additional time using your vacation and sick time. I had high expectations that the State would have better benefits than my prior position. I was very surprised to discover the University's maternity policy only covered 2 weeks, as it does not provide an employee the financial security during her time of healing.

Another challenge is finding day care that would take an infant at 6 weeks old. My husband and I prefer an in-home day care provider because the infant to provider ratio is 2 to 1. At large centers, the ratio is 5 infants to one care taker. We want an environment, where my son will have the full attention of our day care provider. A 5 to 1 ratio would not provide that. We had a difficult time finding an in-home provider that would take an infant at 6 weeks. We ended up signing our son up at a large center and continued to search for an in-home provider to switch him to once he met their age requirements. In addition to the age requirements, there is also the financial side. Day cares are very expensive. I have found day cares that charge anywhere from \$200 -\$300 a week, and space is very limited for an infant. Most day care providers require a deposit. The provider that we ended up with required that we pay a \$45 registration fee and half-week pay for every week until the start date for my child. As you can imagine, this can be quite costly to pay a non-refundable holding fee several weeks in advance, especially when you are working with an incredibly tight budget.

Maternity leave is a time for a mother to create a bond with her child. If you are trying to breastfeed, this means feedings every two hours and possibly pumping every two hours if you are trying to increase your milk production. It means skin to skin contact with your new bundle of joy, which has many benefits including boosting a baby's mental development. I found that my time off with my son was spent worrying about our financial circumstances and finding a way to feel comfortable leaving our son at a large day care center. There were many occasions where I felt I was being forced into making a life changing decision. I could either continue my career or stay at home to provide a safe environment for my children. I am writing you to reconsider the maternity leave policy to provide 8 weeks of paid leave and a shorter waiting period. The current policy does not consider single mothers, women as the breadwinners of their family, or family's just trying to make ends meet. Please take us into consideration and revisit the University's maternity leave policy.



# Cost Projections

The data below shows the average salary for benefits eligible employees ages 18-45. This also captures both university and classified staff for each campus. From the average salary, we were able to break out the average salary per week and then calculate the average cost of 6 weeks paid leave.

Birth data was collected from the Benefit's team in Employee Service. This data indicates the number of babies added to benefits plans over a 3.5 year span. Because our benefits package is robust, we feel confident that, although the numbers may not be totally accurate, the numbers are a fair projection of the total number of people who may take advantage of this benefit.

The final column indicates the cost per campus over 3.5 years. The \$ 4,135,304.99 projected total cost was then divided by 3.5 to get a yearly project cost of \$1,181,515.71 for both university and classified staff.

Employee Type	Campus	Average Salary	Avg. Per Week	Cost of 6 weeks	Births over 3.5 years	Cost for 3.5 years
University Staff	UCD	\$ 60,839.95	\$ 1,170.00	\$ 7,019.99	85	\$ 596,699.53
	UCB	\$ 60,290.58	\$ 1,159.43	\$ 6,956.61	213	\$ 1,481,757.06
	UCCS	\$ 59,429.28	\$ 1,142.87	\$ 6,857.22	44	\$ 301,717.89
	UAMC	\$ 60,293.90	\$ 1,159.50	\$ 6,956.99	138	\$ 960,064.41
	USYS	\$ 58,954.06	\$ 1,133.73	\$ 6,802.39	56	\$ 380,933.95
Classified Staff	UCD	\$ 42,679.09	\$ 820.75	\$ 4,924.51	18	\$ 88,641.19
	UCB	\$ 42,073.54	\$ 809.11	\$ 4,854.64	44	\$ 213,604.13
	UCCS	\$ 42,610.60	\$ 819.43	\$ 4,916.61	5	\$ 24,583.04
	UAMC	\$ 42,035.16	\$ 808.37	\$ 4,850.21	18	\$ 87,303.79
	USYS	\$ 36,312.00	\$ 698.31	\$ 4,189.85	0	\$ -
					Total cost for 3.5 years	\$ 4,135,304.99
					Approximate Yearly Cost	\$ 1,181,515.71

# Paid Parental Leave Comparison

Pac12 Schools\*, Other Higher Ed Institutions  
Corporate Organizations

University / Organization	Duration Paid
<b>University of Colorado Staff*</b>	<b>No paid parental leave offered</b>
<b>University of Colorado Faculty*</b>	<b>1 Semester</b>
University of Arizona Faculty & Staff*	6 weeks
Arizona State Faculty and Staff*	6 weeks
University of Oregon*	12 weeks
Oregon State University*	6 weeks
Stanford*	6 weeks
UC-Berkley*	6 weeks
UCLA*	6 weeks
University of So. California Faculty*	9 weeks
University of So. California Staff*	10 weeks
University of Utah Faculty*	1 semester
Washington State University*	12 weeks
Ball State University Faculty & Staff	6 weeks
Brown University Faculty & Staff	6 weeks
<b>Colorado State University</b>	<b>3 weeks</b>
Harvard Staff	12 weeks
Penn State Faculty	6 weeks (mother), 2 weeks (father)
Penn State Staff	6 weeks
Purdue University Faculty and Staff	6 weeks
<b>University of Denver</b>	<b>10 weeks</b>
University of Louisville Faculty & Staff	6 weeks
University of Minnesota Faculty & Staff	6 weeks (mother), 2 weeks (father)
Netflix	1 year
Etsy	6 months
American Express / Twitter	5 months
Vanguard / Bank of America / IKEA	4 months
Ernst & Young	3-4 months
Wells Fargo / JP Morgan Chase	16 weeks
Nike	14 weeks
Tiaa Cref / Campbell's	10 weeks
Fidelity / Chobani / Coca Cola	6 weeks

# Working Group Members

NAME	CAMPUS
Stephanie Kelly	AMC/UCD
Megan Schosker	Boulder
Jessica Gammey	Boulder
Leah Colvin	Boulder
Annie Melzer	System
Ashley Eschler	System
Nicole Kraft	System (Broomfield)
Angie Generose	System
Shonda Johnson	UCCS
Megann Murphy	UCCS