

Chancellor's Best Place to Work (BP2W) Executive Summary

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Background: As part of the Chancellor's vision to make UWM a great place to work and learn, we created a structure and processes for implementing, coordinating, reporting and assessing progress on important climate initiatives. *We are implementing actions this academic year and will be continuing with more, actions that clearly enhance UWM's climate as we face unprecedented challenges.*

Structure: Drawing from three retreats in August 2011, past UWM climate and diversity task forces, hot spots and unit-specific discussions, both signature (centralized) and decentralized (unit-specific) climate initiatives for making UWM a great place to work are being implemented through the:

- a. **Chancellor's Best Place to Work Steering Committee:** The climate initiatives are under Vice Chancellor Joan Prince's responsibility, with Mark Mone, Chancellor's Designee for Climate, working closely with a Steering Committee comprised of Vice Chancellor Prince, the Chancellor, the Provost and Vice Chancellor Brown.
- b. **Chancellor's Best Place to Work Coordinating Team:** This small group is responsible for *general planning, prioritization and oversight* during bi-weekly meetings (or more often, as needed). This group will communicate with others and coordinate campus climate work. This group has subcommittees responsible for the website (under development), the resource planning (currently underway), and communication.
- c. **Chancellor's Best Place to Work Action & Leadership Team:** This larger group is comprised of individuals who develop *specific plans, implement, and/or own* the climate initiatives and climate work occurring in their areas.

Guiding Values and Operating Principles:

1. With guiding values that include appreciating diversity, developing people, and creating positive workplace relations, we will foster an inclusive climate that better attracts, retains, and develops all employees and students.
2. Whenever and wherever possible, we will use existing administrative and governance structures, roles and responsibilities.
3. We will focus initially on a smaller number of high priority climate-related initiatives, ones that can make important differences for our employees. We will pace our work as staff capabilities and resources allow.
4. We will have a strong bias for action, trying to streamline processes and structures.

5. We will be highly communicative, using the Chancellor's website and other forums to share actions, post progress, and serve as a repository for climate information.

Chronicle of Higher Ed Great Colleges to Work For Survey Results--Executive Summary—August 2012

Three clear conclusions were drawn from the Chronicle of Higher Ed Survey results and our BP2W initiatives:

- a. There are many areas in which UWM employees report favorable results, including overall job satisfaction and support, shared governance, quality of supervisors and department chairs, and pride in the institution.
- b. At the same time, we need to work hard to address concerns in the following areas: respect and appreciation, collaboration, fairness, communication, and the teaching environment. Explanation for the items making each of these up are found below.
- c. Our current BP2W initiatives address many of these areas. Future BP2W initiatives are both identified and reinforced by this report and will be implemented this year, as described below.

CAMPUS CLIMATE INITIATIVES—AND WHAT THEY MEAN FOR YOU

LEADERSHIP INITIATIVES

1. **Leadership training: early career and at all levels. We want to provide all leaders to have the rights skills to be effective: Support and training are key.**
Example: As a leader, or potential leader, it is necessary for me to have access to training that will development my natural talent while adding essential skills that will aid in my success in the future. This initiative will give me the opportunity to participate in training that will develop my skills as a leader, as well as give me access to mentor leaders on campus.
2. **Improved communication**, within and across units (face to face, e-mail, and other forums) in general. **More meaningful information sharing and awareness of campus developments can be achieved through openness and transparency.**
Example: As an employee of UWM, I will know what the vision, mission, and values of the University are and how these will feed initiatives and developments on campus. This will be communicated to me in a way that will keep me in the loop, whether I have access to a computer or not.
3. Review and **streamline shared governance** (including clearer career roles and responsibilities). **We need to be more nimble and agile, while respecting the importance of shared governance, for faster decision making.**

Example: Decisions and plans that influence my work and workplace environment will be resolved and implemented more quickly. All areas of shared governance will be consulted in an efficient and transparent manner.

CAREER INITIATIVES

1. Consistent new employee welcoming (onboarding) and recruiting protocol. **Reduced variability leads to more cohesive understanding and better relations from the beginning (realistic job previews, for example).**
Example: As a new employee at UWM, I will be aware of what my job responsibilities include and how I will be supervised. This will allow me to be successful at the beginning of my tenure at UWM while building my comfort level in my new position.
2. **Foster faculty and staff paths and criteria, tenure, and indefinite status. Clarity and consistency (with strong leadership, positive climate, and great communications) are important ingredients for your success.**
Example: A positive and transparent environment will allow employees to have candid discussions with their superiors about how they would like their career to grow and what is necessary for that to occur.
3. Best teaching practices training, reaching a wide audience of faculty, teaching academic staff and teaching assistants. **Systematic approaches to improved learning and teaching strategies will enhance our capabilities as a university—and increase your success.**
Example: Enhanced teaching practices through all academic areas will produce more successful teaching faculty and better educated students. This will attract a higher standard of student body while raising UWM's reputation, both locally and nationally.

WORKPLACE INITIATIVES

1. **Counter all incivility and bullying. Do you want to work with bullies as colleagues? We aim to reduce the incidence of bullying and respond effectively when it occurs.**
Example: As an employee of UWM, I am entitled to a positive workplace climate so that I am able to work to my best ability. Eliminating and/or counseling those employees that reduce positivity in the workplace will help all employees feel comfortable and welcome at UWM.
2. Discuss and practice diversity and inclusion, campus-wide in a proactive, deliberate manner. **It's not just part of our vision, mission, and values: It's the best way to engage and grow; together for each other and our larger goals.**
Example: To feel that your beliefs, values, thoughts and background are respected by the employees-at-large and UWM as a University allows for a more cohesive and welcoming community.

3. **Employee-friendly workplace practices.** Many areas are affected here: stress reduction, work-life balance, FMLA, compensation and benefits....
Example: Employees will have more affordable access to fitness classes, will be more aware of the benefits offered to them, and will feel that the University is just as invested in their personal life as it is in their working life.
4. **Developing UWM's main campus identity as a core ingredient.** We face greater decentralization, and efforts will be taken to build cohesion and identity in campus and in non-Kenwood locations.
Example: As a growing University community, it is important for every person, department and/or unit feel unified with the campus as a whole. This is especially important for those areas that are not located directly on campus.

REWARDS INITIATIVES

1. **Revamp merit procedures** to allocate merit where it is truly warranted. **Higher performers should be recognized, when resources exist. Fairness and objectivity should be the hallmarks of evaluation and reward policies and processes.**
Example: As an employee of UWM, my hard work and dedication will be rewarded and recognized on a more regular basis which will help to make me feel valued on campus.
2. **Offer university-wide award(s) for supporting diversity and inclusion**—as well as **significant professional accomplishments.** **Given all the great achievements of UWM employees, we will be supplementing existing awards, providing additional recognition.**
Example: Some efforts are not just job related and deserve to be recognized. Many employees exemplify the values of UWM on a daily basis and deserve to be rewarded for those positive contributions to the campus community.
3. **Recognition for teaching load and all work**, not just classes taught. **Teaching Courses are important at UWM, but we would like to recognize additional service to the profession, community and other areas.**
Example: Although being a dedicated faculty member is important to the overall mission of UWM, there are those faculty that dedicate more of their time than is required. These faculty members should be recognized for going above and beyond the normal amount of dedication to the student body and university.