

Master Transcript
Conversation@uni.edu (e-mail and web messages)

1 Anonymous

UNI provides an opportunity for students, faculty, staff, and the larger community to interact with and develop relationships with people from Iowa, the U.S. and the world. An opportunity exists for every individual on campus and within the community to have their knowledge, attitudes, beliefs, and perspectives affirmed, challenged, and further developed by a diversity of people and creative thought available on campus. UNI has a lot to offer its many stakeholders, but there are some concerns I have about the current state of the campus:

Too often I sense a preference by some people to ignore or tolerate/put up with diversity. This type of tolerance sometimes comes with an attitude of "this [diversity], too, shall pass" or "I can maintain my personal biases and behaviors [undercover] to counter support for diversity, as long as I can manage not to get caught and end up being called a racist."

Diversity and receiving a multicultural education through courses that are clearly taught from a multicultural perspective is given a lot of lip service but "show me the money" that indicates a multicultural academic curriculum exists and is valued to the point that it is reviewed, improved, implemented, and that allocated resources within each college specifically are designated for multicultural materials and professional development of faculty to implement a culturally relevant and responsive pedagogy that will enhance the knowledge, skills, and attitudes of "students first" who must effectively compete in a global society that is not predominantly white like most of Iowa. Does UNI want to have a "cutting edge" type of curriculum that educates students prepared for the global diversity that is and has been a reality or does UNI want to continue to deal with the "edge" or minimal part of "cutting edge" and deal only with foods, festivals, and feel-good-we-had-a-speaker, film, conversation, simulation, performance type events that count as addressing diversity?

The University has forgotten to build upon its past to nurture its future. UNI owes much of its past history to the foundation laid by what is called the College of Education today. Yet, the Schindler Education Center building stands in need of repair, upgrades in technology, and renovation due to the need for more classroom and office space and a bulging list of unmet needs from budget cuts and years of personal administrative priorities such as the Wellness Center, the dining centers, and recently, the McLeod Center. What is the University's commitment to recruiting, supporting, and retaining U.S. faculty of color? What is the University's interest in knowing about and addressing concerns of U.S. faculty of color and international faculty currently teaching at UNI? There are workplace issues that white faculty do not personally experience or have to address that U.S. faculty of color and international faculty experience and have to address that involve, students, staff, other faculty, and administration. Yes, this is a personnel matter with privacy issues, but does the administration care enough to conduct their own annual study and conversations to determine the status of what's really going on with all of their faculty, especially faculty that represent a minority on a predominantly white campus who are at risk of mistreatment, misunderstanding, and exclusion? The Students First campaign/slogan is a good marketing message to emphasize to students and their families that they are important to the University. What does this message imply if you are faculty? Is there a similar message that needs to be sent about how faculty is valued and viewed? Within the last 2 years, many faculty were given one ink cartridge, one package of paper, and \$200-\$300 for the year. The allotted amount was to cover printing costs for your assigned classes for both semesters, travel, office supplies and classroom materials. Money left over by the end of the year went back into department accounts. I talked with several faculty who, like myself, are printing less paper, but the paper we do print is what we personally buy and use on our home printers. That translates into additional dollars for ink cartridges we purchase for our printers at home. Often, materials needed for class instruction is purchased with personal faculty funds.

I say all this to express my concern that "Students First" implies the need to provide the best possible for all students, and traditionally when educators do this, they often are faced with the need to supplement under funded allocations to try to do what's needed to give the students the best education possible. Some of us would appreciate a "Thank you" every now and then (or maybe even a marketing message that indicates our contribution to what UNI is suppose to be about--education). I've provided feedback that I hope will generate conversation about a few real experiences and concerns that impact the campus climate and can contribute to the continued growth and development of a more positive and progressive UNI campus community.

- 2 Anonymous I heard President Koob talking at an address to the graduate faculty. He stated that UNI faculty should not be focused on producing ideas but rather people. I found it bothersome that President Koob expressed a view that does not allow for diversity of goals among faculty. In actual fact, we do have faculty at UNI who have secured major grants and who do little teaching currently. I think it would improve the academic climate at UNI if each faculty member felt the freedom to define him or herself rather than to feel that he or she must conform to an identity and role chosen by the president. This feels oppressive!
- 3 Anonymous Start a search committee to replace Koob with someone interested in academics.
- 4 Anonymous Making it easier to work at night and during breaks...don't turn off the heat in office buildings on weekends/breaks and esp. don't give people parking tickets for being in an A lot after 1am! I'm often working til 3 or 4--it's stupid that I'd have to move my car in the middle of the night to a far away lot to avoid getting ticketed (I understand the rule is for snow removal--in which case maybe it could only be enforced when there's actually snow to remove). Also, do things to make it easier for people to meet other faculty on campus (events?). It often takes years for people to start building friendships and meeting people outside of their depts.
- 5 Anonymous If the administration would not lie to faculty, either individually or en masse, that would improve the campus environment.
- 6 Individual Given the increased prevalence of learning disabilities and other special circumstances, a dedicated "testing center" would enhance both faculty and student quality of life. When administering an examination, it is difficult to locate enough alcoves, closets, hallways, rooms, etc. to accommodate student needs for isolated test areas. On rare occasions, instructors are asked to provide a computer, which is extremely challenging. Kirkwood has a "test center" which seems to provide a quality and professional solution to the task of providing special testing situations.
- 7 Individual My favorite thing about teaching at UNI is the students. If being surrounded by hundreds of bright, caring, optimistic, hard-working "next generationn-ers" doesn't brighten your outlook and give you hope, what can? I think the campus could be improved by growing an orchard. A trip across campus shows we already value trees. We have some open spaces on campus; why not grow apples? We could be a big test plot for ISU or UMN. Different student and faculty groups could take turns performing year-round maintenance (no hired help!), Then, in the fall we could harvest the apples, have the dining halls feature homemade apple pies, and donate a goodly portion of the harvest to food pantries. Many of our students would become familiar with growing apples, and maybe many would later, after graduation, have apple trees in their own backyards. Oh, we also need someone to play in the Campanile.
- 8 Individual
 What makes it great:
 Wonderful workspace
 Great Custodial services/pretty good support services
 Beautiful campus grounds
 Friendly campus
 What Could Make it Better
 Spousal hires (UNI would be so much more inclined to keep excellent faculty)
 More intellectual environment (right now there is no intellectual environment.)
 Required cultural activities that students attend. Bring more speakers in the challenge students. They need to be challenged.
- Required novels/nonfiction books that students read every semester, or at least every year. Much, much more expected from students. They are incredibly spoiled by their cushy lifestyles (and they're busily going in debt for them). I know, because I teach a consumerism unit in my media literacy class, and I make students interview UNI peers about their consumption habits. You would not believe what they are spending their money on and how they spend their time. To afford these lifestyles, students generally work too many hours. I feel like I'm teaching high school half the time, b/c students don't have "the time" to devote to their class work. They should know that a three-credit course requires at least 6 hours a week of study. Right now, they think they should devote about 1 hour a week to outside class work. They complain if you demand more. We need to change UNI culture at large so all professors expect more. And for students who are putting themselves through college, they need to understand that they will most likely not

be able to graduate in 4 years. They need to sign up for less classes each semester or find another way to support their education. And we should help educate students on what they REALLY need to succeed in college--not an Xbox, not 15 pairs of jeans, not a brand new car, not all the electronic gadgets they are purchasing regularly, not Applebee's 3 times a week.

Library orientation: students have no clue how the library works. They rely solely on the Internet for the bulk of their research. There should be a common culture of library knowledge that goes beyond freshmen orientation. My students' understanding of library holdings is absolutely dismal. Even the seniors. I have had seniors tell me they've never once checked out a book the entire time they've been in college. This is a huge disservice to the students, and we need to break the habits they developed in high school.

Safe pedestrian walkways. We should require drivers to STOP at all pedestrian crossings on College St. and especially 23d st. The culture here is that drivers always have the right of way, and I have been nearly hit a few times, and have witnessed other people almost get hit.

Teaching assistant support. I teach a class with 120 students. I have no teaching assistants. I'm all alone here. Also, uniformity in terms of class load. In the history department, any class with 60 or more students counts as 2 classes. In the Comm. Studies Dept., a class of 120 students (without a TA) counts as one class. There was one semester where I did get a TA assigned to me, but she was Russian and had no clue about Media and Culture. She was also hopeless. It took more work on my part just getting her to do the simple tasks that I asked. I would prefer very smart undergraduate seniors as TAs, who could do a work study with me.

Graduate Students. If you can't do it well, don't do it. Every graduate student I've ever had to work with has been incredibly lame in our program. There is simply no reward for taking them on. I end up spending hours correcting bad writing. Standards are low. What is the point? There is no support for faculty to help graduate students...they give me no intellectual stimulation, just headaches. There are others in my dept. who may feel differently, but I've had horrible experiences. Every untenured faculty should get at least one semester off in their first six years. More support for research. For anyone in this university with an ambitious research agenda (which should be all of us, right?) it's impossible to teach well. We should at least go to a 2/3 load. I work 60-70 hours a week at least.

Not so much emphasis on Sports. This Students First campaign is all about the McCloud Center. I'd like to see students' intellectual abilities emphasized, celebrated, and better supported. We have some great students here who are fantastically bright and creative. There should be a system in place that constantly recognizes these students and highlights their work.

- 9 Anonymous I think that faculty members need more opportunities for grants within the university and more travel money to support professional development efforts. A few years ago, we had Provost mini grants, computer grants, undergraduate experiential education grants, and more.
- 10 Anonymous It is so nice to be able to have an office to myself. However, it would be better if I had a window or air conditioning. I can hardly stand to work in my office because it is so hot. There needs to be equity in this area for all UNI faculty. It would be nice to be able to take a course a year at UNI free of charge in order to keep our certification up to date. I know many other institutions that offer this to their faculty. A huge discount for being a member at the Wellness Center would be a perk and give all of us a more positive outlook if we were exercising regularly. Good Businesses do this for their staff because it is valued.
- 11 Anonymous It could be better by removing student advising responsibilities from the faculty. Centralize the process at the Advising and Career Center people. From what I can tell few students find their advisors helpful anyway so it is not a good use of either student or faculty time."
- 12 Individual A GREAT PLACE TO WORK
1. Rod Library: Great professionals, staff, and student workers. The ILL staff is excellent and their ability to obtain much needed resources is super.
 2. Students: Highly motivated, eager to learn, good people.

3. 23rd Street Market: Always there offering excellent salads and soups at reasonable prices. The supervisor is interested in his consumers and the student workers are good workers with excellent attitudes.
4. Tech support from Mark Dobie and Tom Turner makes life easier.
5. Excellent computers, which are updated periodically.
6. Great office, which allows me to get my job done.
7. Grad College and David Walker: Over the years David & the Grad college have provided much financial assistance in helping me to get to archives, libraries, conferences, etc.
8. Dean's Office: In recent years the Dean has provided travel funds and other finances that has helped with my research.
9. Faculty Union: We are probably better off financially with a union.
10. Graduate & undergraduate assistants: Their assistance in so many ways has made life easier.
11. Rowena Tan: I served on the Honor's committee that recommended Rowena be hired. She has done an excellent job in making the CSBS honors program to be successful.
12. Ann Thill: A great secretary. She is there for all of us and always with a cheerful smile. She's a joy.
13. Gene Lutz and Sharon: I have received external funding for over 13 years. The funding goes through the Center. Gene and Sharon have been great.
14. Ed Ebert: He has always been there to help with all aspects of my grant.
15. Sue Strever: She is a P&S employee who manages my grant. What a gift. She is a great talent.
16. A beautiful campus: I thanked President Curris some years ago for his interest in making UNI a very attractive campus.

WHAT WOULD MAKE IT BETTER:

1. More financial support for students. They work more hours than is good for serious academic study.
2. A clearer vision from the Provost and President regarding our academic mission.
3. No head should serve three terms (5 years). A one time six-year term should be sufficient.
4. Insufficient review of instructor classroom performance. Instructors should be assessed every semester.
5. An ombudsman (person) should be appointed so that students, faculty, and staff can communicate their concerns. When faculty is not assessed and students are completely frustrated with an instructor they really have no recourse. They are often very afraid to speak to the instructor, head, and dean. In my department we have an instructor who just reads from the text every day to undergrad and grad students. They have tried without success to get her to change with absolutely no success. I hear their anger, their outrage, their fury without ever asking. When I get to class they will be talking about their frustrations, etc.
6. On Advising: Does advising matter? Is it part of our service obligation or our teaching obligation? How is it rewarded? In this department one professor has managed to never advise an undergraduate student thanks to the Head while all the rest of us advise many, many students. Spending quality time with students to help them takes times yet there is considerable disparity in this department. It would be a good idea to actually have students complete a survey as it relates to advising. Thank you.

source of aggravation. As a faculty, I am required to be on campus. Why am I charged for coming to and staying on campus to be available to students? We need more opportunities for group work that is interdisciplinary. However, such work is not rewarded by departments (which are "provincial" and protective of turfs). There should be special mention of the value of group work and collaborative work with students in tenure decisions, awards, etc. There is not sufficient outreach to former graduate students. What makes me stay at UNI is the excellent benefits package, esp. health plans, which is unique to our institution. Please help so that this will not further erode in the future.

- 14 Individual While pursuing my Ph.D. at the University of Idaho, spouses of faculty members were eligible to take classes for \$5 a credit. Has a similar program for faculty spouses at UNI ever been discussed? I know there are several other faculty members in our school who have had this same discussion. Many of the newer faculty have spouses who are interested in pursuing advanced degrees. I would also like to add that UNI has been a wonderful place to work with many more positives than negatives.
- 15 Anonymous The graduate program has been, at the department level, hijacked by the department head.... he has turned it into a degree mill for "special groups" and only one or two faculty have any teaching responsibilities with the "special groups" of graduate students who are awarded degrees for incompetence.
- 16 Anonymous What would make UNI a great place to work?
If faculty controlled the programs and if faculty were paid the same as administrators that do not teach students barring these two impossibilities reinstating the early retirement program would be great!!!!!!
- 17 Anonymous I believe the issue of faculty teaching load has become a major problem. My current teaching load is double what it was 5 years ago and it is double the teaching load of my fellow tenured faculty members in other departments on campus. It has had a profound and negative impact on the quality of my work.
- 18 Anonymous Having the administration actually support research and stop making faculty feel like they get research accomplished in spite of the UNI administration. Put the words research in the mission statement.
- 19 Individual It would be great to have a faculty "spousal accommodation" policy at UNI. I speak for myself (my husband commutes 70 mi to Grinnell College 4 times a week), but I am not the only one who would benefit with such policy in place. We have a fellow faculty member at the department who is currently on leave, mainly because his wife couldn't get a position at UNI. She took a job at the U of Missouri, which has a spousal accommodation policy, and now they both work there. I know they would like to come back to UNI if they had a chance. I also believe that such policy would positively affect scholarly productivity of faculty couples in the long term. Thank you for this opportunity. UNI is a great place to work!
- 20 Individual UNI is a great place to work. The people who work at UNI are one of the reasons that make this a great place to work. These employees are some of the hardest working, dedicated individuals that I have seen. They put in extra hours that it takes to get the job done. They do many different types of tasks, and have to juggle many responsibilities at one time. Also, most of the employees have a welcome smile, and Hello to everyone they see. One of the areas that could be improved would be for departments to allow individuals to have the summer off to tend to their families. Even though departments have this ability to do this, they are reluctant to do this. The departments are worried that more of their staff may request this time off, and don't want to be left short staffed. Even though not many individuals would be able to afford this option (time off without pay or benefits), it would be welcomed to those employees that have children at home, to spend the summer with them. It would save the departments money, and it would help relieve stress for those employees wishing to take this option. Can't we get by on less for the summer, in order to achieve this great benefit?
- 21 Individual UNI is a true, shining example of 'doing more with less!' Our staff may have dwindled and our student body (temporarily hopefully) may be down, but UNI continues to not only get the job done, but to do it exceedingly well! Look at our academic record, look at our student athletes.....when you look at the honors overall of both our staff and students, we seem to

be doing everything right!

More recognition programs might be a good start at instilling in our campus the 'pride' it needs to keep moving forward!

- 22 Individual I had a thought during our last meeting about a benefit for P&S staff that I've been meaning to share so I'm glad you sent this reminder out. I would like to see some sort of Professional Development Leave or Reassignment or whatever they are calling it now for faculty offered to P&S employees as well. I believe it would be especially useful for those of us who teach in the classroom and/or work in positions that for which the University offers little opportunity in established classes for professional development.
Just a thought.
- 23 Anonymous I'm very supportive of President Koob's idea to have a campus-wide discussion about how to make this a better place to work, as well as a place that works. His actions show how much he values his faculty and staff, and I genuinely believe that he cares about our opinions. I would venture a guess that few institutions of our size enjoy such a relationship with their president.
- I find it interesting -- and sometimes frustrating -- that I know so few people on campus. I cannot tell you how many times I've gone to a church function, social event, or fundraising event in the Cedar Valley, introduced myself to a random stranger, and after a few minutes, discovered we both work for UNI. Based on that example, I think one topic of discussion could center around that obstacle (or opportunity for growth). Right now, we don't know each other. Now, I realize it's a large community, but other than the President's picnic in the fall, we don't do much to encourage interaction outside our own departments. One consequence is that we begin to see our individual departments as mini-organizations, and we start to develop our own identities. While that is not necessarily a negative, it can become a problem if individual departments begin operating too independently from the University as a whole. The end result? Some departments on campus are more challenging to work with than others, and that makes it difficult for everyone to give their best.
- The individual VP's have done some great work in addressing these issues. I have noticed some partnerships emerging as of late, where they seemed impossible 3 years ago (before massive budget cuts forced us to start playing nice! :). We're organized more efficiently, and consequently, we're working better... but I don't think people *feel* better yet.
- An observation - When I meet a stranger that turns out to be a fellow UNI-employee, we inevitably find ourselves talking about how the changes and budget cuts have affected our offices and the way we do business. I've consciously tried to avoid the topic, but somehow it still becomes the center of the conversation. Not everyone conveys negative feelings, but I hear things like, We're just maxed out. We're all exhausted. I don't think we can squeeze much more from the turnip. I don't know how much more of this we can take. We're ALL feeling it, so much like the weather, we turn to it as a common ground topic. Yes, we've endured the storm well on paper, but how do people feel? And how would we know how everyone else is feeling when we don't know each other?
- 24 Anonymous A better system of promotion for P&S and merit staff. People need to be able to aspire to promotion without having to apply for a job and leave their current job.
- 25 Individual If you would like a copy of our Faculty and Staff Climate survey, let me know. It might be of some assistance to you in this endeavor.
- 26 Individual I have been an employee of UNI twice and I still think it is a wonderful place of employment. I am retired from John Deere, someone once asked if there was life after Deere's. Yes there is I am proof of this. I work in a place with good people, a job that pays very compatible with industry, and it is an enjoyable place to work, it is

even fun to come to work. I love this place.

27 Individual

I'm a P&S person, who loves working at UNI and wants to add my two cents on why UNI is a great place to work.

1) UNI has a faculty who actually teach (as opposed to TAs) and cares about students.

2) UNI has an attractive campus that offers state of the art facilities;thus, it attracts students from outside of Iowa and the United States.

3) UNI faculty and staff do their best to accomidate the requests and needs of others working on campus.

28 Individual

What makes us great is the leadership of Maucker Union. Duh!

Ok..seriously...A couple things strike me. One is there does (for the most part) seem to be a real sense of community. I know it isn't perfect, but it seems far stronger than other places -at least when I talk to my colleagues at other places. We need to hold on to and build that sense of community. Another thing is I think we have an interesting mix of staff that are from the inside, i.e. UNI alums, combined with fresh ideas from the "outside". The loyalty of those who went to school here combines with the new loyalty of people who like the sense of community. It builds on each other. We also (again - for the most part) value the contribution we make in working with students. People get how important what we do with/for students is.

29 Individual

Here's a thought for you to take on this issue. I know that our department is as guilty as the next, but we are working to provide a means to obtain feedback from our users. As an adjunct instructor, I deal with MANY frustrated students. They don't like the fact that their professors don't put much effort in their classes and they are not learning what they need. I've asked Mixsell about this, and I found out that each major does not have a survey/review about their program. Wouldn't it be valuable for each major to fill out a program specific form/questionnaire regarding what they like/don't like, what improvements are needed in the programs, what they like about their programs, etc? Compilation of this data would provide departments invaluable information about what the students' needs are. Making this public would hold departments accountable. For reference, I know that Interior Design has all of their graduates complete a similar type survey.

30 Individual

This is an interesting opportunity. The University of Northern Iowa is a great place to work because of buildings like the Gallagher Bluedorn Performing Arts Center where I receive phone calls each day from campus groups, the local symphony, professional promoters and community leaders interested in hosting an event at the GBPAC. This building has given the University a bridge into the community and has been able to assist to unify communities within the Cedar Valley. I enjoy working at the GBPAC and for the University because of the partnership between the university and the community. Take care.

31 Individual

Below is a list of various aspects that I appreciate about working at UNI

- Professional work environment
- Friendly, helpful staff
- Supportive administration and leadership
- Community involvement and support
- Strong athletics program
- Beautiful, well-kept campus
- Outstanding residential life program
- Superior dining facilities

32 Individual

What makes UNI a great place to work? My take:

1. Family atmosphere. People here generally care about each other.

2. Students First. I believe we do this. This is what we should be about and I think that we are.

3. We are what we are and we are ok with it. We are not a big research univeristy with a hospital, or whatever. We are comfortable in doing what we do at UNI.

4. Leadership at the top that is not micro-managing in nature. That helps allow everyone to work, grow and be proud of the work.

5. Good facilities, great community.

Thank you.

33 Individual

We have a wonderful campus. It is a joy to walk the sidewalks during the Spring and Fall. The colors of the flowers and trees are astounding. Our campus is so beautiful and green compared with other campuses. There have been so many times when I wished I could seat under one of these trees or along the sidewalks. I know many other people at UNI - students and staff - who feel the same.

Can the University place some benches along sidewalks such as the north side of Gilchrist, the area around the campanile, the east side of campus, or between Maucker Union and the Physics Building? Then we really can enjoy and take "advantage" of the work that our great landscape designers and students had done on campus.

34 Individual

Positive aspects of working at UNI:

UNI is an exciting place to be. There are many activities, interesting students, staff and visitors. The climate is intellectually stimulating. I am encouraged to be creative in my job. Because of that, I have ownership my job. I am willing to work long hours and to be flexible in my work schedule. Faculty and staff genuinely care about students and each other. Change is a constant at UNI and I like that. I work in a supportive team that works very hard to serve students.

Negative aspects of working at UNI:

It's tough to do more with less people and less resources. Because staff emembers are so stretched, I hope the "not my job" attitude doesn't creep into the campus climate. Continuing education should be more easily accessible and should be actively encouraged for all employees - including flex schedules, allowing for release time to attend classes, and financial incentives (e.g. increased pay or free tuition). Parking isn't so great either. Thanks for asking!

35 Individual

Right when I got this email and again when I got the reminder email today, the things that come to my mind offhand that make UNI a great place to work are:

1) friendly campus/people - (students and staff)

2) good benefits

3) the opportunity to get to meet so many people (and different people - diverse people)

4) a supportive work environment - peers want to see you do well.

5) great buildings and attractive campus (we actually have open areas around campus - grass/trees - not all concrete and buildings like some campuses). These open areas also allow students to have an area to play and relax without leaving campus on nice days.

What can make UNI a better place to work:

1) Better benefits - For ex., no parking pass for staff, more vacation for SCMP, option to earn comp. time (some departments on campus restrict it's usage - mine for ex.).

2) Less politics. Some things it seems like takes forever to get done as there are so many committees and politics etc... (this is more hear say than personal experience.)

I don't know I will have to give it more thought. If I think of anything else, I'll let you know. Have a good day.

36 Individual

I believe UNI's greatest asset is it's staff. People here truly care about our students and each other. We nurture our students and take pride in their accomplishments and share their goals. Staff has become family in some instances.

What would make it better? Perhaps we could provide more opportunities for staff recognition and awards. Monetary rewards are always appreciated, too! I enjoy working with staff from other offices and believe it truly benefits us all when we form relationships with other departments. Friends are always willing to help friends!

37 Individual

UNI is a great place to work because we are given the chance to have in put into things. They want us to grow in our jobs both personally & professionally.

I have been on campus 20 years. I have had so many opportunities to become a more rounded person. I have been given the chance and pushed to do new things that I never would have done on my own. I feel people I work for have invested time & energy in me and value I have given back in return. Most people I know will work at a job all of their lives and not be . I have loved all but 1 year of my working here. I would like to see it more equal between departments as far as job perks (some get to have lunches, pizza parties, pot lucks etc on company time and some don't). Would like to see people in food service get more desperately needed help to get the jobs done.

I would like to see the board of regents or the president come and talk to the people who cook the food or clean the toilets, to see their views on how things could be looked at differently in their departments. And of course better parking for the staff in the food services. I have learned and grown from the motivational speakers we have had for workshops. I would like to see more of these as we have not had many in the past few years.

38 Individual

I feel a major reason UNI is a great place to work is the "students first" attitude throughout campus. While we are mindful of the fact that we must be responsible stewards of state funds, we measure success in terms of student successes rather than just profit.

And I believe this attitude carries over in the way we related to faculty and staff as well. I am very proud of UNI's Catastrophic Illness program, and I commend the University for caring abouts its people enough to promote a program that strongly encourages us to care about one another as well.

I appreciate the good health care program offered here at UNI, but would like to see the plan expanded to include vision coverage. I would also welcome the re-instatement of the early retirement program. Thank you for the opportunity to provide input.

39 Individual

I know we are a state school and all but my sister used to work at AZ State Univ, also a state school. There the employees were allowed to take up to 6 hours a semester for just \$25 per credit hour. There is also a coalition of small private schools in Iowa that have an agreement where the children of employees can attend any of the other schools tuition free for all 4years of college. Some of them are Wartburg, Simpson, Grinnell, Loras, Cornell.

Now, I don't expect to have free tuition for my kids, or \$25 per hour tuition for me, but couldn't there be something better than having to

beg for tuition reimbursement money? Iowa high school kids taking classes here get a class (not credit hour) for \$250. Even that would be a huge break.

Anyway, that's my suggestion -- some kind of across the board tuition break for employees or their kids.

40 Anonymous

Donating our sick time to sick people rather than having to donate vacation/comp time.

41 Group

Benefits that could help to make UNI the Workplace of Preference for the Cedar Valley:

- Family Friendly Services
 - o Dual career couples network. (Provide job search support for spouses of UNI employees)
 - o Child-care center available to all employees.
 - o 100% tuition reimbursement for staff and 50% tuition reimbursement for family members.
 - o Fund the Staff Training Grant at 100%.
 - o Lactation rooms in all buildings.
 - o Build elevated, covered walkways to various locations on campus. Reduce slips, trips, falls, and direct contact with inclement weather.
 - o Fund college scholarships for children of UNI staff.
 - o Elder care insurance and care programs.
 - o Subsidize entertainment at the GBPAC for students, faculty, staff, and general public.
 - o Better, cheaper parking and enforcing parking rules, or assigned parking spaces
- Flexible Work Arrangements
 - o Compressed work week option (e.g., four ten-hour days).
 - o Flex-time in work start and end times. (Some employees would prefer to come in earlier and leave earlier, possibly take shorter lunches, etc.)
 - o Ability to change from 100% full-time to "reduced" full-time.
 - o Close the University between Christmas and New Years by increasing paid holidays from 9 to 13. Departments necessary to keep the University functioning (ie, Utilities, Power Plant, and Public Safety) could bid to work during that time and be paid double time/comp time. Most senior employees would have first chance. Not only would this be a great benefit for employees, but it would also save energy costs by not heating and lighting buildings nor having to do complete snow removal.
 - o Increased vacation accrual for merit employees.
 - o Use sick days for family illness/care.
- Medical and Health Benefits
 - o Free WRC membership.
 - o Vision care package.
 - o Better dental package – adult orthodontics (the AFSCME contract increases to dental coverage will be effective Jan. 2005. Should consideration be give to increasing faculty, UNISCOMP and P&S coverage?)
- Professional Development Services
 - o 100% tuition reimbursement for staff and 50% tuition reimbursement for family members.
 - o Bring in famous speakers from around the world.
 - o Support staff career advancement and career development at all levels of management.
 - o Support for professional designations and professional memberships in organizations.
 - o Institute a continuous improvement program that involves all levels of staff on the campus.
 - o Career development, succession planning. Continued training and development.
 - o Because Pepsi has the UNI contract, negotiate with them for funds each year for staff training and development. This is happening at the University of Iowa with Coca Cola.
 - o Electronic training through "Skillsoft."
 - o Performance planning for all employees.
- Mediation and Legal Services
 - o Immigration services.
 - o Peer-review grievance procedure.
 - o Ombudsman office.

The following suggestions represent more intangible means of making the university a workplace of preference. The general headings may be better conceptualized as initiatives with the suggested items as intended end goals.

- Greater Accessibility to Managers, Supervisors, and Administration
 - o More interaction from the top down.

- o Open door policy from all managers, supervisors, Deans, Directors, and Department Heads.
- o Managers are visible, present, and accessible.
- o More regular feedback from managers
- o Encourage managers to micro-manage less, use more constructive and supportive styles when working with their staff..
- Aligning our work with UNI's vision and core values
- o Administration's communication aligned with UNI vision.
- o Employees follow-up with customers they've helped.
- o Helping customers takes precedence over personal conversations.
- o Employees are dedicated to the mission. Don't just show up for a check. Interested in helping others get their work done.
- o Employees are willing to help others and are willing to be accountable to co-workers.
- Personal and Personable Work Atmosphere:
- o Managers encourage others to make work enjoyable.
- o Eliminate the implied and subtle division between merit, P&S, and faculty.
- o Managers, Supervisors, and Directors encourage employees' risk-taking and innovation.
- o Give employees reasons to smile when working with others.
- o Give employees reasons to speak highly and positively about their workplace.
- o Show employees ways that they can go "above and beyond" to answer questions, even if not in your field ... don't "pass the buck" to someone else to handle.
- o Provide top management support for staff recognition programs.
- o Deans, Directors, Department Heads find ways to celebrate achievements within their work groups.
- o Positive attitudes from the top down.
- o More campus-wide events and celebrations.
- o Establish a "fix the problem, not the blame" approach; this encourages employees to try harder rather than grow complacent

42 Individual

Why is UNI a great place to work?

A healthy organization has a work climate in which there is:

Shared Vision (inspirational, inclusive, easily communicated, beneficial to both the organization and the individual, widely accepted by members of the group)

Sense of Community

Positive Outlook

Commitment to Quality

At UNI that is demonstrated in the collaboration, mutual respect, sharing of resources for the common good, and social interaction. In particular at this time in the history of UNI, there is great role modeling from Cabinet members by their cross-Division teamwork, support and respect. Of course, there are pockets of problems and dysfunction but healthy working groups seem to flourish where there is on-going open communication throughout departments/Divisions, where all jobs are valued, input from all levels is welcome and invited, employees are empowered to take ownership and some control over their areas of responsibility, where there is recognition and acknowledgement for efforts, training and educational opportunities for personal and professional growth are provided at all levels and classifications, where there is trust and flexibility allowed to meet departmental and employee needs. These practices occur in many departments on campus.

Some specific great things include:

UNI benefit package

Vacation allowances

The President's picnic and other social community gatherings

Cross-dept/Division initiatives which involve a variety of students, faculty, and staff together

The communication between student leadership and faculty/staff leadership

The quality of staff and faculty recruited in line with student centered values

The value placed on organizational and individual wellness and campus wide support for efforts/programs/services in wellness

The great wellness/fitness/recreational facilities available to facilitate employee wellness

The opportunities for students, faculty, and staff to participate in fitness, wellness, and recreational activities together (and with retirees) for cross-generational and cross-class interaction and camaraderie

Educational programs available

The GBPAC and all the programs it offers in performing arts
The support of leadership in efforts to increase the diversity of the community and to provide a welcoming supportive environment to a diverse population

What Can Make UNI Better?

There are still places and groups of people on campus where attitudes of class and superiority exist, where all jobs and persons in those jobs are not valued, where faculty or others in higher positions expect privileges due to rank and don't recognize or embrace the value of those in other jobs on campus. There are places on campus where input is not invited or welcomed from those in merit positions or where professional development and educational opportunities are not provided those in merit positions. There are places where the "good ol' boy" style of operation exists, where favors are bought and privileges exchanged among those of privilege. We need to continue to strive to address issues of inequality so that ethical professional behavior is absolute and so that all employees feel valued and involved in the mission of the university.

With budget cuts and declining enrollment, staff reductions and loss of resources has many departments struggling to uphold the quality of service students deserve. Committed employees are working long hours, assuming more duties, and becoming exhausted and drained because the human resource level at UNI does not match the need/demand for programs and services. Department leaders are looking for ways to manage unmanageable work loads, endless 60 hour work weeks, and many more responsibilities than reasonable. We are headed for crisis if resources cannot be returned or demands reduced. While resources decline, we have added another four weeks of summer school, services are expected to span 12 months, demands for services increase, and yet we are doing this with no increase in staffing. Employees are finding they can't "get away", take vacations, be gone for more than a few days at a time. The stress increases. We are taxing good people to their limits and beyond. They hate to complain because they are dedicated to our mission, but they are wearing down. There are audits available to assess the health of organizations that might be interesting to use here at UNI, if a more structured assessment is desired.

- 43 Individual
1. I would like to see the early retirement program at 57 and 15 years. I believe the insurance benefits are what have driven the early retirement costs so high. I believe it is extremely important that UNI continue insurance coverage for retirees but the retirees would continue to pay their part. I would like to continue insurance coverage at the family rate I currently pay.
 2. I believe all UNI employees should pay their part of insurance coverage (rather single or family). This would spread the cost of insurance equally over everyone employed on campus.
- 44 Individual
- I would like to see either very minimal user fees charged for the WRC (not \$140) or _no_fees charged for faculty and staff (students already can use the facilities with their fees included in their tuition). For health purposes and the high premiums, I think it would be great to encourage exercise to stay healthy for all students, faculty and staff.
- 45 Individual
- It seems to be increasingly more difficult for merit employees to transfer to new positions within the university whether the position is merit out of class or from merit to P.&S. One would believe that longevity, good attendance and evaluations (including minimum qualifications), would be given a better chance for advancement. From what I've seen and experienced, this opportunity exists for the chosen few.
- 46 Individual
- I do believe UNI is a great place to work. I enjoy working with the faculty, staff, and students. I love being in a university environment for the intellectual stimulation and the professionalism I have experienced in my 23 years of working here, not to mention the energy I feel from the students! When I walk around this campus I feel great pride in being a part of it and truly enjoy the beautiful surroundings.
- I do, however, wish there were better opportunities for staff to advance to other positions here. I don't feel that much value is placed on having many years of dedication, service and hard work at this University. I think there is a stigma attached to being a merit employee and it's hard to be taken seriously as someone that might advance to a P&S position. After applying for a P&S position that I indeed met the qualifications for, including a BA from this University, I was told that the position was a "professional" position and was discouraged from applying by an individual from Human Resources. I find that very disheartening. There should also be a system set up

similar to what faculty have for receiving merit salary increases. That way a merit employee could be rewarded for hard work and putting extra effort into his/her job.

47 Individual

Thank you for the opportunity to provide feedback.
I would like to suggest that an active, campus-wide safety program that is endorsed and promoted by the President and the Cabinet would accomplish two goals. First, it would reduce both the number of work related injuries and illnesses and the resulting human pain and suffering and related expense. Second, it would also send a message to employees that UNI cares about them and their basic workplace safety. There is a current safety program with two excellent employees (Cindy Houlsen and Wendell Reese) but it is limited in its scope by its departmental affiliation (Physical Plant), its limited funding and especially by the lack of overall administrative support.

48 Individual

1. elected chairs
2. binding arbitration
3. restore grad college project grants
4. reduce class size
5. help finance travel to do research--see #3

49 Individual

I have a couple of thoughts on things that could be done to "make UNI a better place to work." In light of budget shortfalls, money and energy could be conserved on this campus. I see no effort made at lights being turned off or computers put to sleep. No one says turn off lights at night, or for the weekend. No one says turn down the thermostat when you leave. Businesses such as Deere & Co., constantly remind employees to save energy. They send e-mails detailing energy savings (in dollars and cents) resulting from these efforts.

Having the entire campus use certain software would help on several fronts: it would be easier to share documents, web designers wouldn't have to spend so much time making sure that their site looks fine in all the different browsers and some cost savings may be able to be achieved. How about a 'suggestion box'? Set up an e-mail account that faculty, staff and students could send suggestions to with helpful ideas for campus improvements. When we were faced with those terrible budget cuts why weren't we asked for ideas on how to save money?
Thanks for listening.

50 Individual

I would like to offer the following suggestions for improving the quality of life for UNI faculty.

1. Convert to a system of elected departmental chairperson rather than appointed departmental heads. Chairperson elected for, say 3 year terms, will be more closely aligned with the faculty than the administration. This will help to assure faculty that the chairperson is truly looking out for their own interest. Most major universities and many not so major universities have elected chairpersons rather than appointed heads, and the system works extremely well.
2. Improve early retirement packages and make them more permanent. Faculty planning for early retirement need to be assured that a particular early retirement package will be available when they become eligible for it. It is extremely depressing to see your peers take early retirement only to find out that the same package will not be available to you simply because you are too young.
3. Improve and expand the medical coverage to include vision, hearing, and better dental coverage. I recommend that UNI faculty receive the exact same health/dental insurance coverage as University of Iowa faculty.
4. Provide faculty and their dependents tuition waivers!
5. Provide faculty free parking.
6. Provide faculty free access to the Wellness Center at all time. Restrict access to the Wellness Center to faculty ONLY during the lunch hour.
7. Provide faculty more release times. UNI should strive to make the standard teaching load 6 hours per semester, like the University of Iowa. However, this 6 hour load should be provided

only to faculty who are exceptional researchers/publishers and faculty who are teaching large classes.

8. Get rid of Friday classes. Change the class schedule to 1 hour and 15 minute classes two days per week (TTh or MW). Reserve Fridays for classes that require more than 1 hr 15 mins (labs), student club meetings, field trips, faculty meetings, etc.

9. Provide faculty a faculty club with lockers, showers, meeting rooms, lunch rooms, evening meals, etc.

Thanks.

51 Individual

Here is my input on a couple of topics relating to the working climate and culture. First, regarding why UNI is a good place to work:

I have found the support of my colleagues as a tenure-track faculty member to be quite high. I have very supportive colleagues in my department who have offered their help and mentoring graciously. I currently conduct research projects on a collaborative basis regularly with one of my colleagues. The quality of people who are at this university is overall very high, and people are typically genuinely helpful. I feel the majority of faculty and staff are committed to providing students with a positive experience here at UNI.

It is encouraging to be at an institution that places high value on teaching. I took advantage of services offered through the Center for the Enhancement of Teaching when I first came to UNI and found them to be very helpful. The publishing-teaching balance will always exist, but I think I am a better teacher in part because of my research, and a better researcher in part because of my teaching. I have also found the opportunities to include students in on research projects, particularly graduate students, to be generally very favorable.

UNI is also a campus that is appealing to the eye. The fact that it is clean and well-kept makes it more pleasant to be on-campus. It isn't necessarily something one might think of...until they've been to college campuses that are not well-kept.

Next, here are a few ideas I have regarding ways to improve the working climate and culture at UNI, in no particular order of importance:

1. Free parking for full time faculty and staff.
2. Free membership to the WRC for full time faculty and staff. A membership to the CF Rec Center can cost a fraction compared to belonging to the WRC.
3. Statistical support services. Ideally, have a statistical support person in each college. Persons who conduct research in the hard sciences do not always thoroughly understand research done in the social sciences and vice versa, making it somewhat difficult to communicate about research design and statistical measures.
4. Re-instituting the Center for the Enhancement of Teaching, or set up some type of formal mentoring process that can match up those who are known to be good teachers with new incoming faculty or faculty who may struggle with teaching.

52 Individual

I believe that we need to do something with the parking on campus. I know that there is plans in the works for a parking ramp over on the side of campus by Gilchrist. I used to work over there and had very minimal problem finding parking there. Now I work over on the other side in Bartlett and the parking situation is a nightmare. Out of five days a week I am lucky if I can get a parking place in a lot 2 days. I believe that parking is an issue on that side of campus also. Thanks.

53 Individual

Sorry it took me so long to get back to you. My thoughts that I would like to see discussed during Campus Conversation is a way that we can award our merit people. I think this is something we really need to take a look at. By union contract, we cannot reward them more pay or time off. From being a supervisor for a number of years, I have always been uncomfortable with not being able to do something for my employees that go the extra mile compared to the employees that just put in their eight hours. Just my thoughts and something to think about.

54 Individual

It's a great place to work for some of the same reasons that ALL universities are great places to work: flex-time hours, great conversations with students and

colleagues, an atmosphere of inquiry, plenty of opportunities for engaging subjects in depth, lectures, concerts, and a fair amount of undisturbed time.

It's kind of a utopia for thinking people, really.

That said, it could be even more stimulating:

--more opportunities and support for collaboration. I have done a fair amount of this, but it was actually discouraged as being inconvenient, hard to schedule, and expensive.

--return the Center for the Enhance of Teaching, or whatever it might be called in a new incarnation. The "Qualities of an Educated Person" document came from this group, and it was helpful to many people on many levels. Also support for serious collaboration, help with people struggling with teaching issues, and so on. It was crucial to making the campus more faculty-friendly.

--a faculty bar/lunchroom

--less nickel-and-diming for long distance calls, copying; we're shamefully cheap about this, and it's demeaning.

Thanks for the opportunity to provide some input—

- 55 Individual The number of great community outreach and involvement projects that UNI leads and participates in... including Global Health Corps, free tax preparation from Accounting, Institute for Decision Making, etc.
To keep improving UNI we need to expand the number of faculty and students that are engaged in bettering our region.
Thanks for the opportunity to give input.
- 56 Individual 1. The University and Cedar Falls need to aggressively address the deterioration of the neighborhoods around the University. Parents and prospective students, faculty recruits, and everyone who works here are influenced by the trash, run down houses, cars on lawns, wet upolstered furniture on porches etc. etc. This is the mirror that UNI holds up regarding the quality of life for us all. As old time pictures of the same neighborhood tell us, conditions were not always that bad.
2. Academic Program Reviews should be managed on campus, not by the Regents.
3. A faculty club would be nice and a good recruiting tool.
- 57 Anonymous This is probably an old one, but it has to do with the mainframe. Specifically, the process that faculty have to go through to electronically lift advisor holds is so archaic and frustrating that many of them stop trying. Now, I personally have developed a love-hate relationship w/ mainframe functions, but it seems like moving away from a system that has been in place for SO long and certainly can't be called user-friendly deserves some attention.
- 58 Anonymous Restore the Center for Enhancement of Teaching.
Enable increased funding for faculty development/professional activity so that departments aren't burdened with having to squeeze that into their budgets.
- 59 Individual As ideas come to me, I will be forwarding them to the committee. Here are a couple:
Try harder to have departments eliminate individual flyers to each member of the faculty/P&S/staff -- send one to the secretary and have it posted, since most of the flyers also have info in UNIOne and Northern Iowan and end up in the circular file.
Develop a form for catastrophic illness donations that can be linked to the Announcements section of My Universe. Because everyone will be using that to fill out time sheets/absence requests, and you need username and password to sign in, it should be similar to what is used for parking permits.
- 60 Individual I just have an overall observation. In the past couple of years, I have had the opportunity to visit several other universities (mostly comprehensive institutions similar to us) conducting program reviews or making guest presentations. My overall observation is that UNI is an outstanding institution! Sometimes we don't realize how "good we have it", until we see what it is like at other places.

This observation does not address Dr. Koob's question, but it is the context in which I work here at UNI. In summary, the "quality of life" at UNI is already wonderful.

61 Anonymous

My one and very strong suggestion to improve the quality of life for faculty (and heads) at UNI is to reinstate the Center for the Enhancement of Teaching. This serves several crucial purposes. First, it is an excellent source for our teachers who are struggling with their teaching. The office has been responsible for helping bad teachers become adequate, and that is an extraordinarily important function at UNI. Secondly, it provides a community for probationary teachers who are working toward tenure. These teachers need support and guidance, and they can get this through the center -- making it more possible for their careers to flourish (and not be dragged down with useless anxiety). Thirdly, it is an excellent resource for mid-career teachers, those who are good and even great teachers but who have been teaching for so long that they are no longer sure they are doing anything worthwhile. Often, such teachers feel isolated and just plain pooped out. The center is a place where they can gather and work on projects that invigorate them once again, igniting the fires of enthusiasm, bringing back good and even great teachers in our midst. There is a fourth possibility for the center: it could function as our key resource for Student Outcomes Assessment -- the place that would put on workshops on SOA, that might be able to coordinate all our SOA efforts on campus, and to which each department could go for advice. The reason it could be located at this center is that the one key thing we need to know is how effective our teaching is in helping fulfill the goals of our majors, and the center would be the appropriate place to go for help to figure out how we might best achieve a good understanding of appropriate methods.

63 Anonymous

"What could make the lives of UNI Department Heads better?"

There needs a consistent administrative policy concerning employment. The entire process of employment appears to be a good old boy's network. Positions are filled all over the university without national searches.

The budgets are maintained at the deans' level or above and department heads have no opportunity for long range budget planning or staff replacement. Monies from faculty retirements are gobbled up immediately. The department heads often are not consulted concerning the full distribution of merit monies.

There is no way to tell if we have support from the president's office. It would be a nice gesture if he would come out with another early retirement option. It appears that there was a considerable cost savings with earlier efforts.

There is no equity within the university concerning department budgets and tremendous inconsistencies concerning equipment, supplies and services budgets.

There appears to be no leadership from the upper administration except the overt manipulation of monies towards athletics and favored programs.

64 Individual

In response to the question....."What could make the lives of UNI dept. heads better?" I would have to answer, based on the events happening in My Life at UNI in the past year or so, getting rid of the Memphis program would be wonderful. This is a great example of technology taking us a step backward. It has increased the workload for me and our dept. secretary. We spend untold hours trying to resolve problems and figure out what needs to be done to get things right. It is a difficult, cumbersome, non intuitive, time consuming program. Life was much better before Memphis came along. Thanks for the opportunity to vent.

65 Individual

I think I am too new at this to suggest anything! Maybe making it easier to have two email accounts (as you do)? Maybe offering more administrative support--ie those templates we are supposed to be "publishing"--if they are by the catalog isn't there anyone else on campus who could do the grunt work?

Just a couple of thoughts....

66 Individual

I came to this campus because of the collegiality. While many workplaces SAY they have a collegial atmosphere, UNI is the first place I have truly experienced it throughout the institution. This spirit should be guarded and encouraged. With budget cutbacks, we are all striving to run the campus efficiently and have therefore cut some services and programs. But some of these have had the unexpected impact of eliminating the opportunities for faculty and staff to interact in the informal way that encourages collegiality. Faculty and staff are increasingly bounded by their department's walls (whether by their own choice or the outlook of the department).

My recommendation would be to consider new ways, coordinated but informal ways, that connect people to one another. An existing formal way is service on committees. This offers opportunities for colleagues to meet, building relationships that go beyond the committee service. But there are more informal methods. Faculty/staff clubs or dining halls build the same type of collegiality. Many on campus miss the Royal Oak Room for that reason. Another suggestion: non-lectures that are entertaining, educational, and cross-cut disciplines would be a combat-free zone for light-hearted, but enriching academic discussion. Comfortable meeting places that encourage informal discussion (such as departmental rooms that enforce the rule that anything but the department's discipline can be discussed in that room). Perhaps rotating these gatherings between more discipline-neutral zones on campus (Rod Library, Museum, CEEE, Commons.....). It will probably take a small group of like-minded souls to get this up and running. But once it catches on, it will sustain itself.

Whatever tactic is used, this must have the support of the administration. Faculty and staff must feel that collaboration, inter-departmental discussion, and collegiality are important and valuable to the long-term health of the campus. Without these aspects of our working environment, creativity is stunted and isolation breeds animosity and unhealthy competition. If our mission is to provide a strong liberal arts curriculum, then we must have faculty and staff that look beyond their own departments and have a thirst for knowledge on a broader spectrum.

67 Individual

It is a privilege to work at the University of Northern Iowa. The opportunities here are tremendous, and I appreciate the administration's support. I feel strongly that UNI is only as good as it's faculty and staff -- it is through them that we are able to serve our students and offer them the quality of education they deserve. In that vein, I would like to suggest that faculty and staff are offered the opportunity to improve their skills and expand their knowledge through tuition free opportunities to take classes here at UNI. It's a win-win situation -- UNI benefits from having a highly educated staff, students benefit in two ways - from the staff's ability to serve them even better, and from the opportunity to interact with staff in a classroom setting and learn from staff experience. This would also help staff be even more in touch with students, and offer them personalized experience from a different viewpoint.

I've seen the P&S Council study that indicates many public universities across the nation are offering tuition free for not only employees, but also their families. The recruiting benefit of this would be valuable. If we want to attract not only the best and brightest students, but also faculty and staff - these sorts of benefits would make UNI competitive.

Thank you for taking the time to consider what would make UNI an even better place to work and study. This effort reflects why UNI is already a good place to be.

68 Anonymous

It's about time Koob met with the staff. His last statement at the Tuesday meeting was NOT accurate - about meeting with any group that requests it. I know the AFSCME group has requested it and he has always conveniently been "unavailable".

- 69 Anonymous This new MEMFIS/Oracle system is a PAIN!!!! It has NOT made processing any easier or streamlined for those in Academic Offices. Frankly, it just moved work out of Gilchrist [where there is plenty of employess] to the individual deparments [where we have had more layoffs!]. There has been training for this new HR section but we were told at our session that there WILL be changes to it by the time it goes "live". So why did I even go to a session when it wasn't even accurate?!
- Not everyone on campus has access to a secure/confidential computer and printer. [think of the custodians, carpenters, groundskeepers, other physical plant employees]
- The information on our payslip is PRIVATE I want to receive it in a SEALED ENVELOPE. It's bad enough that a STUDENT [you call it an intern] is going to have access to MY PRIVATE/CONFIDENTIAL information such as SS#, bank number; but to not even get this information - it may be illegal that you don't provide me a hardcopy. What happens when the server on campus goes down? [And that will happen with everyone trying to access this during the same timeframe.]
- 70 Anonymous It would be nice to have a staff dining area on campus. There are rooms in the Piazza - can one be designated "Staff only"? I only have 1 hour for lunch. I try to stay on campus but it is difficult to get through the lines at Piazza and then find a seat and have a relaxing meal with all that noise - even if I go back by the waterfall. And forget the Union - it's way too noisy over there! I want to get away from the hectic atmosphere so when I return from my lunch hour I'm refreshed and ready for another 4 hours of chaos!
- 71 Anonymous I feel there is a BIG need to encourage early retirement. The University has many outstanding employees that have worked for many years and are earning the top wages. Instead of "cutting" at the bottom (the newly hired), who don't make much, they should encourage more senior staff to retire early to help offset this imbalance in employee wages. I also feel the University needs to work with the union and get rid of the "bumping" procedure. It ends up costing the University more money to "retrain" all of the staff effected by the bump downs. Merit staff effected by these bumps, are left in limbo for weeks on end not knowing where they will end up. This is a terrible way to work. It's not only life altering and stressful for the staff member affected, but it also effects all staff working with that person. "Playing with people's lives", like they were puppets to pull this way and that....makes for a very terrible place to work. The people affected by these cuts, tell family and friends about all the difficulties working at UNI and that does not look good for public relations!
- 72 Anonymous University employees should not be made to pay for parking. We are required to be here every day to provide services for the students. If the University has so much money for "construction" projects, they need to build a parking ramp for staff only and not charge for parking! The University is so worried about "Students First", does it think much of it's staff? Instead of a yearly picnic on the weekend that most of us cannot attend anyway, especially those of us who live out of town, they should have a "true" University Staff Appreciation Day on a workday! Where staff can go to the picnic during work hours. I've always wanted to attend, but Saturdays never work!
- 73 Anonymous We need development opportunities for the Merit staff. Something other than the AEOP Workshop days and something other than ITS workshops. Additionally, it would be helpful for department heads to develop management skills and supervisory skills. I am appalled at the skill levels, or lack thereof, of department managers that are unable to handle personnel problems. Why are faculty allowed to not show up with no recourse to them? Why are they not held to their contract and have to report absences such as sick leave? Why are faculty allowed to decide NOT to learn how to use MEMFIS?
- 74 Anonymous I've been at UNI for almost 6 years and this is the FIRST time I've been aware of President Koob approaching the Merit staff. I find this highly suspicious, especially since this is his evaluation year.
- No one has ever been interested in our comments before! And you really expect us to believe this is sincere!

75 Anonymous

A very important contribution to enhancing UNI as a workplace would be greater leadership from the President's office in the area of diversity. Even the name of the office—Compliance and Equity Management—suggests a narrow mandate. At UNI, we focus apparently only on compliance and management of equity. We apparently offer the university community no proactive leadership and vision. The difference between the Office for Compliance and Equity Management at UNI and the Office of Equal Opportunity and Diversity at the U. of Iowa is striking. The office at Iowa, headed by Charlotte Westerhaus, is grounded in explicit leadership goals that stem from the President's office:

1) providing expert advice, education, and services which ensures the University's compliance with all applicable federal, state, and University equal opportunity, affirmative action, nondiscrimination, and civil rights laws, regulations, and policies, and

2) providing leadership and

resources that support the University's goal to foster a diverse and inclusive University community. At the U. of Iowa, compliance is only a piece of a larger office commitment to build a more inclusive community and provide the U. of Iowa community with the resources to do so. At UNI, our Multicultural Coordinating Council is making a strong effort to implement diversity goals on campus. However, its work would be facilitated by a model of diversity leadership not focused only on "managing" equity but also on proactive and constructive engagement with diversity goals and vision. The narrow commitment to "manage" diversity rather than create/promote diversity at UNI very much weakens the campus community.

Graduate education is central to the strength of UNI. However, the decentralized budget has not been good for graduate education in recent years. Not every college makes graduate education a priority and some colleges have been unwilling to take up the budget slack that has weakened graduate education. The budget crisis has not been good for graduate education in other ways: cuts have significantly damaged the capacity of faculty to deliver high quality graduate education. One key to excellence in graduate education at UNI is strong mentoring of students. However, when coordinators have no release time, mentoring declines in quality and in quantity.

Excellence also requires that we be competitive with other universities for students. Our assistantship stipends are not adequate to accomplish that goal. While adding graduate programs to serve an emerging adult population that needs MA credentialing is a worthy goal, we also need to provide financial support to existing

graduate programs when they exhibit a commitment to quality that would attract strong students, were those programs to be in the position also to support them financially. I encourage the development of a graduate education plan that will reward with enhanced resources to existing graduate programs that have made a demonstrated commitment to quality. Graduate education will also benefit from a renewed commitment to "best practices" in all facets of graduate education. Implementation of "best practices" has been episodic and sporadic here.

Enhanced support for faculty research will also make UNI a much better place to work. Travel funds have been cut in recent years at every level, including the graduate college. Faculty need to travel to be competitive in our fields. PDAs are critical to faculty. While faculty need to be accountable for their proposals, a level of competition that pits faculty against each other for support is counterproductive to university quality. Faculty who author solid proposals need to be able to count on regular access to PDAs to support their research. Moreover, funding needs to be sufficient so that deans do not respond to faculty who have been successful in receiving PDAs with disappointment and disapproval. One dean regularly complains when faculty ask for his signature on their proposals and complains again, should they be successful with their proposal, about the problems their success will pose to his need to staff their courses.

Each fall, new department heads need to be offered an in-service (coordinated jointly by UF and Academic Affairs) on collective bargaining. In recent years, faculty have had to spend significant amounts of time educating misinformed department heads about contractual matters. Even when department heads respond in an open and receptive manner, faculty time should not be taken up with this task. Department heads need to know the contract and their role in complying with it up front.

76 Anonymous

I am concerned about the prices for parking that were quoted in the parking survey. I am a single mom working 6 hours per day for 9 months. If the price for parking goes up to the prices in the survey, I won't be able to afford to park on campus.

I am also concerned about the new timecard system. I was told that we would no longer be getting a paper copy of our deposit statement. If I don't get a paper copy, I may consider going back to getting a check instead of direct deposit. That way I will get a paper copy of my check and all my deductions.

I would also like to get paid every 2 weeks like the students.

78 Individual

I would like to see more ability for flex time. I know that there are several professors and P&S staff that use this to their advantage. We may not be in the same pay scale or have exactly the same benefits, but I believe that the Merit staff work just as hard or harder and should be able to use flex time as well. There are a lot of us that work through our lunches and do not even take breaks but we are unable to use this to our advantage for flex time.

I would also like to see early retirement come back. If they are looking for ways to cut money, this would be one way. Early retirement with insurance. There would be a lot of secretaries that are close to retirement, jump at something like this. There would be a tremendous amount of cost savings in the long run. People are needing to look at the big picture when they are cutting money and jobs.

79 Individual

In addition to what I wrote in an earlier email, I thought of one more very practical thing that would benefit most UNI employees, whether faculty, administrators, P&S staff, or merit staff. We receive many many requests for this in the Wellness and Recreation Services office and I expect that the GBPAC, Athletic, and other offices do as well.

There is high demand that payroll deductions of large amounts (like GPAC season tickets, WRS user fees, athletic tickets, etc) be spread out automatically over 10 months or so. With more and more of these payments hitting fall, especially the large GPAC season tickets, we in the WRS office and I'm sure others are getting lots of requests/complaints about the stress on the Aug/Sept/Oct paychecks. When I have asked the Business Office about this, I am told that this should be possible with Oracle. I would request that this committee follow up on this to make sure that this, in deed, will be operational by next fall.

I believe in many cases it isn't the isolated cost of various activities/services that offensive to UNI employees, but the fact that they all must be paid in the first couple months of the school year. Added together they can eat up most of a paycheck.

Thanks for considering this.

80 Individual

I find it rather disheartening to see managers, students or non, talking for long periods of time while on the clock.

The non-managers are reminded to work hard, get lots of things done, etc. but when it comes down to it, watching or even hearing others talk aimlessly for hours about what they did the night before or what they're doing tonight doesn't make me not want to work hard--but really ticked off. On another note, I really like it that we're moving to payroll system (MEMFIS) that allows us to get our paychecks every-other-week.

I think the pay that I get for what I do is rather low. \$6.00/hr. is not really that great when you consider what I do. As a STAR in the admissions office, I talk with hundreds of prospective students a day. If you really analyze the importance of the job, you might see how raising the hourly wage is a good idea.

Guidance counselors in the admissions office only talk with students directly when the prospective student has a question or a problem with something (i.e., high school transcript). I actually get to talk to the student and largely what I say and how I say it is what determines whether or not the student will keep UNI on his/her short list of schools.

In addition, I would like to thank all those that have made this survey possible--I know how much work things like this can take.

81 Individual

1) It serves neither the students nor the faculty who have to teach them to require students whose initial experience in college was unsuccessful to

retake courses in calculus, physics, and chemistry in order to raise their GPA, when they have discovered that their interests and aptitude lie in philosophy. We could modify the cumulative GPA used as a graduation requirement, while still keeping standards which allow warning, probation, and suspension prior to graduation. This would provide a better atmosphere for faculty, because they would have students who are interested in what they are teaching, not frustrated students hopelessly trying to correct a mistake they made before.

Indeed we have had students in math who dropped out and then returned, with interests changed from pure math to math teaching, and we have advised them to retake a pure math course to get their GPA up, rather than take the teacher education version of the course which would have served them (hence the state of Iowa) better.

For purposes of graduation, students could designate which courses count toward graduation (satisfying the major, any minors, and the 120 or higher hour requirement for the degree). Then the GPA would be calculated based on those courses.

For purposes of warning, probation, suspension; the GPA of all courses enrolled in a given semester would be looked at with one low semester mandating warning, two consecutive low semesters mandating probation, and three consecutive low semesters mandating suspension.

A second change which also primarily benefits the student is to remove the user fee for the WRC which is charged faculty and staff. The administration can provide how much money in user fees comes from faculty and staff (we may have to be careful we have the correct term for the access fee so we get the correct information. The benefit for students would be more informal interaction with faculty. When I came to UNI, it was a regular occurrence for faculty and students to compete together in volleyball tournaments in the PEC. Since the user fee has been instituted, faculty are discouraged from entering the facility. Inasmuch as the administration took away the right of faculty to use the swimming pools and PEC without negotiating the change, reinstating those rights can be done outside of collective bargaining. You will note that the first suggestion is essentially no cost, and the second suggestion is low cost.

82 Individual

UNI is a great place to work because the people who make it hum treat it like it's a mini-community wherein all members know each other and care that the best things happen for each other. There is an appropriate amount of tough love for students--helping correct errors but giving a lesson at the same time and helping them move forward. Faculty and staff go out of their way (especially staff) to help people do their jobs. UNI people seem to truly understand that we are a connected web, and that if one part has a hole in it, then we just can't catch any flies. What makes UNI great is that we keep being asked to participate in making it better--like right now. We have a president who understands the power of minds AND ideas and knows the differences and similarities.

The tone at UNI always seems to be, "How can we make this more people friendly and effective?" rather than, "How can we make this product or save that dollar?" Products and resources are important, but they are not the goal.

How to make UNI a better place. I have to start with myself and make sure that my attitude is always on straight. Another is to realize that with increasing demands for content knowledge coming from national organizations and State accreditation departments, we are going to have to add hours to students' programs. We can't keep stuffing a gallon of water into a cup. We've been trying to do that for over 15 years at UNI while institutions around us face the fact and meet the demands by adding hours. I site this problem because, until we solve it, our faculty will continue to burn out, and no improvements for students will be evident. We need to also think about "faculty first." I call it the "oxygen mask theory:" if our faculty aren't healthy and happy, their students aren't going to be, either. We need to protect faculty from trying to meet students' needs

by providing so much individual attention to students who are coming in more poorly prepared and who cannot pick up extra content as smoothly as other students. I see many faculty giving up research time and service time to tutor less able students. While this is a wonderful attribute, it also kills off faculty and programs. We need to be sensitive to how much our faculty can sacrifice every day.

Otherwise, it's, "Go Panthers!"

83 Individual

What makes UNI a great place to work?

Let me begin by saying that I was a faculty member at other universities before coming to UNI, so I have a basis for comparison . . .

One of the things that has particularly made this a great experience is the sense of common purpose to serve students. Throughout my career here, there have been occasions when there were things I needed done so that I could do my job better . . . things that I could not do myself. I cannot think of an occasion when I called upon others to help me when that help was not enthusiastically forthcoming. In the Registrar's office Phil Patton, Patty Rust, Doug Koschmeder, Sharon Graber, Rosann Good and others, in computer services Vergestene Cooper, Ken Connelly, in instructional technology Phil Hibbard and Sandy Hendrickson, in our Dean's office Mary-Sue Bartlett, our custodians Robin, Steve, Richard, Dave, and others, Elaine Dalrymple in mail services and others.

My point, beyond recognizing the efforts of the aforementioned (and others whose contributions I have forgotten), is that there is a sense of community and common purpose here. When I have needed the help of others to perform better in my job, that help was provided enthusiastically. I have always been left with a feeling that people in all job functions here at UNI viewed themselves as part of a team working together for a common good.
What would make UNI a better place to work?

The root of my answer is money, and I don't think that is going to be resolved in the balance of my career. When I arrived here 26 years ago, the appearance of the University was not very appealing. For example, I remember the pillars at the entrance to the University at 23rd and College were eroding - bricks were loose and dislodged. That was representative of the University as a whole. Over the next two decades the University became a figurative sparkling diamond, physically and programmatically. The last four years have diminished the University. I think the efforts of University leaders, faculty and staff have been heroic and the substance and spirit of UNI have been retained in large measure, but it is not the University it was, and will not be again during my career, perhaps my lifetime. That saddens me. Three of Iowa's greatest attributes are the work ethic, its soil, and the schools, including UNI. That we have great soil is by chance, that the work ethic is strong is a product of our history and culture. Only the quality of our educational institutions could be diminished so severely in such a short time. That it has been allowed to happen is so disheartening
. . . reversing that circumstance is what would make this a better place to work . . . and that is not possible, I fear.

That said, I still think things are better here than most other universities.

84 Individual

1. What makes UNI a great place to work?

First and # 1the students.
Second.....my colleagues

2. What would make it better?

Increased communication
A more specific "reward and expectation" system

85 Individual

For me, quality of life has a lot to do with being able to optimally teach my classes, and do research. In order to do so, I need an updated computer every couple of years. The program we used to have through the Provost's office fulfilled that need.

86 Individual

What makes UNI a great place to work?

UNI has always placed a major focus on serving Iowa and Iowa schools. The relationships we are able to build with K-12 educators makes UNI a great place to work and develops ambassadors for UNI in Iowa schools. We are looked to by practitioners as rich resources of support and expertise. They see us as partners in education and truly appreciate the contributions we make to education preK-16.

The University of Northern Iowa allows us to use our interests, knowledge and skills to best serve the state of Iowa. It is my sense that the Board of Regents hold in high regard our role in higher education.

87 Individual

UNI is a great place to work for many reasons. I have literally grown up on this campus, walking through campus to the Lab school K-12; completing my BA and MA in Health Education; and working as the Wellness Resource Coordinator from 1997 to 2001, and HPELS Instructor since 2001. Here are some of the things I like best about UNI employment:

- 1) Government employee benefits, especially the health and dental, and TIAA Cref when I was P&S
- 2) Opportunity to further education (staff development grants for P&S, in particular)
- 3) Opportunity to learn from others on and off campus through lectures, events, etc.
- 4) Special promotions of athletic and other on campus events to employees
- 5) Encouragement to become involved with community
- ^) Opportunity to express opinion to Administration

Things that would make employment better:

- 1) Expanded Grants and Contract office to handle increased external funding
- 2) Facilitating better communication and flexibility between departments, in particular related to grant-related accounts/employees
- 3) Opportunity to achieve permanent job status as Instructor after proving worth (perhaps setting a timeline and examining teaching evals) With tenured faculty focused on research, Instructors play a significant role in focusing on classroom teaching. Ideally, Instructor's curriculum should benefit from tenured faculty research. It is apparent that not every tenured faculty is effective at both research and classroom teaching. 4) Address the parking issues on campus. Even though I pay for A parking, whenever the Dome hosts events, such as State Playoffs, I'm lucky to find any space to park. Someone is making money from parking fees for visitors to the events, but employees who pay premium price for parking spaces do not have designated spots during these event times. That should be rectified. (I am very supportive of the new parking ramp on central campus)
- 5) While it is unlikely that things will ever change, there should be a way to eliminate ineffective faculty. It is even difficult to eliminate faculty who have yet to gain tenure status. Students are paying more and more tuition, and deserve to have at least adequate instruction. This is not always the case, and it should be an embarrassment to the Administration that these situations exist. However, I understand that politics play a significant role, and that perhaps all we can hope for is some of the poor classroom teachers will either retire early, or find other jobs.

88 Individual

UNI is a great place to work....

there is a lot of foot traffic on both sides of Hudson Road
students walking to school, people attending events at the dome, UNI students walking to the track
and of course....some people work at UNI and walk to work along Hudson Road
It would be great to have a sidewalk between W. 19th and W. 23rd on the East side of Hudson
and a sidewalk just north of the dome parking lot on the West side to the entrance of the "pink palaces"

At one time, there was supposed to be a planned bike path along Hudson Road, but I don't know if funds were cut or what has happened to that idea
maybe UNI could work with the City to make this happen
thanks for listening

89 Anonymous The university has faculty and P&S awards but nothing for the merit staff. I would like to see an award developed for them. Maybe 2 awards would be needed. One recipient would be nominated by students and the other would be nominated by faculty/staff. We have so many great merit employees who go out of their way to make the lives of our students and faculty easier, it's time to recognize them!

90 Individual To Whom it May Concern:

What makes UNI Great:

- * The sense of community within the University
- * The administration and their concern for all programs
- * The community of Cedar falls and Waterloo
- * Great students to work with
- * The focus on improving facilities
- * The mentorship of new faculty
- * The orientation for new faculty
- * The excitement for success felt across the campus
- * The autonomy to make our curricula better
- * The autonomy to utilize our specialization to make UNI great
- * The faculty picnic each year, it is awesome

What would make it better:

- * All Faculty being able to utilize the WRC for free
- * All Faculty being able to take classes for free
- * Faculty families and spouses given a discount to continue their education

I think UNI is an awesome place to work. Having four kids and wanting them to go to school is my only concern for the future. I think if you UNI can help in that area some of the younger faculty will never leave.

Thanks for letting us have some input.

91 Individual */What makes UNI a great place to work? /* The daily interaction I have with students is what makes me enjoy my job here at UNI. Being around young people is invigorating. I often feel that I am "mom" to the hundreds of students who live here in the building where I work. I truly feel part of a "community" working here at UNI. My peers and subordinates are warm and friendly people whom I enjoy spending time with. I am also appreciative to have a job which allows me to have my summers off to spend time with my own children.

/*What would make it better?*/ It would be wonderful if the University could figure out a way to eliminate the parking fee employees must pay. I am especially concerned about this if the parking garage goes in in the Gilchrist A lot in the near future. I worked for a government contractor while living in St. Louis, Missouri and they paid the parking fee for their employees. This benefit was greatly appreciated. I also think that merit increases should not be delayed for employees who don't work 12 months per year. The calculation done by Payroll to determine the date when an increase should occur is very confusing (nearly impossible) to understand. I appreciate the opportunity to share my thoughts on the above questions.

92 Individual 1) What makes UNI a great place to work?
I like the focus UNI has on students. I see faculty challenged daily in having enough time for students with all other responsibilities, but overall I think students benefit coming to UNI because of the focus of students first. I hope that continues and improves.

2) What would make it better?

Collaboration of faculty would make UNI better. Even within the same division faculty are not always supportive of others work and other

programs. Faculty often have their own agenda, and if it contradicts other's goals and agenda so be it. I work for a program that, in my perspective is rarely supported by other faculty in my division. This challenge contributes to my short answer above.
I also think continued UNI's continued involvement in the community is needed. This is improving, but we can still make great strides.

- 93 Anonymous
- 1) Provide close, convenient staff parking at low or no cost; separate from student parking.
 - 2) If staff parking fee, adjust it according to working status. Hours have been cut to 1/2 or 3/4 time, yet still pay full parking price.
 - 3) Enforce accountability of P&S staff. They are over-privileged and severely abuse work times (arrive late AND leave early, leave work for haircuts and personal errands, etc.) and are not required to be accountable for lost work time. Then feel it is their right to delegate their work to merit people for what they could not complete, or even start in most cases.
 - 4) On top of #3, P&S receive too much vacation compared to merit staff.
 - 5) Update merit staff positions to reflect current, modernized titles.
 - 6) Update merit vacation leave to current standards. For years nearly every company provides 3 weeks vacation upon hire; have to wait 4 years with our current system to receive that.
 - 7) Shut down for spring break and Thanksgiving week. Savings to the university would be substantial.
- 94 Anonymous
- Expand PDAs to include learning and service opportunities, as well as research opportunities
Maintain/improve medical insurance coverage including: mental health coverage parity, major/catastrophic coverage (e.g. hospitalization), preventive measures (e.g. dieticians, arch supports), etc.
- 95 Anonymous
- Acknowledge UNI service anniversaries for all faculty, merit, confidential, and P & S employees (for example with gold-tone UNI lapel pin given at first year & amethysts added each 5-year anniversary)
- 96 Anonymous
- I think UNI is doing better at reaching out to the Cedar Valley community. As a faculty member I would appreciate having some release time (for example, 10 hours a semester) for service in the metropolitan area schools that might not be tied directly to our areas of responsibility here at UNI. I am a volunteer with Take Charge of Your Body and provide sexual abuse prevention education through the Family & Childrens' Council. I understand that I need to "make up my time" in order to provide this needed community service.
- 97 Individual
- Eliminate the parking fee. Building a new parking ramp may be desirable, but the cost to use as projected for faculty and staff (and perhaps students as well) will be demoralizing. Substantially reduce (or eliminate) the cost for attendance at university athletic events and performances (e.g., Gallager-Bluedorn).
- Eliminate the extra fee for the wellness center - only real costs like towel fee etc.
Establish some sort of social interaction environment (social club) for faculty and staff (akin to what was tried a few years back with the periodic luncheons). Cross-campus conversations are lacking as there is little direct opportunity for such to take place. There may be a place for a faculty and staff variety show.
Facilitate cross-disciplinary curricular exploration and development.
- Re-establish a dining facility similar to the former Royal Oak room.
- 98 Individual
- More Green!!!
I realize that it may be more cost effective to eliminate areas that need to be mowed, seeded, watered etc. but enough with the helicopter landing pads at the center of this campus! If we continue to try to pave every inch that is stepped upon this campus will look like a gray desert.

Here's a story for you that I swear is true. I was walking between the Library and the Union this summer and crossed paths with a family that appeared to be on a campus visit. Mom, Dad, teenage boys, and a little girl about 4 years old. The little girl was jumping up and down, turning in circles and I heard her ask, "Daddy, Daddy, is this where the airplane lands?"
I rest my case!

- 99 Individual I would like to see picnic table spread throughout the University so students, staff and faculty can enjoy lunch under the shade trees.
- Would also like to see another Early Retirement offered for 55 and older
- 100 Anonymous We have great benefits and a lovely campus to work on and enjoy. There are great sporting and cultural events to see. I appreciate Dr. Koob's openness and the opportunity to give comments and suggestions. The rigid bureaucratic structure tends to dampen creativity in our area. There is no upward evaluation of our supervisors, except for the Dean every 5 years. Some of our administrators have a class hierarchy orientation. The parking facility is a good idea, but I would hope staff fees would be lowered instead of raised. Thanks for this opportunity!
- 101 Anonymous I really do enjoy working at UNI; this is absolutely where I want to be. Unfortunately, this has been a difficult place for me to work, due to conflicts with my supervisor. I have sought assistance from human resources and from people higher up in the division, but I have never been able to resolve these issues. I don't think my supervisor is actually speaking to me, which makes it extremely difficult to complete many tasks. We need more systems in place to address these issues, perhaps an informal mediation system. I have considered the grievance process, but I think that will only worsen the situation. Additionally, the evaluation system needs to be enforced; without that functioning, it is impossible to know where you stand when your supervisor refuses to communicate with you.
- 102 Individual Thanks for the opportunity to give input. I have worked at several colleges over the past 20 or so years and felt great when I was hired at UNI. Coming here I thought how impersonal this big university would be but soon found out that was not the case. People are very friendly and helpful. I have recently started working in the SSC and one of the advantages I have found was to meet so many new people from so many different areas, learn about their department and their job, and by doing so, have a person and a name to give a student who has a specific problem in one of these areas. That improves are service to our students by being able to direct them to a specific person, perhaps even making a phone call for them. As far as improvements go, I think it would be nice to try to get all staff together more than once a year at the Luncheon in January. I think a time to interact with other staff is always a good thing. Thanks.
- 103 Individual
1. The issue of parking fees should be re-evaluated. Fee is very steep for employees to park at their place of work when it is UNI that has hired the employee. This should be a benefit rather than a liability.
 2. There are Department Heads, Directors AND Faculty that use their frequent flier miles towards personal vacations. It should be determined that whenever anyone flying for UNI and they "rack" up free miles these free miles should be put in one UNI fund to help defray costs throughout campus. When travel is needed a pre-percentage allocation should be expended to the UNI employee.
 3. The Family Picnic funding should be ceased; or the money/gift should be distributed in some other way that involves each and every employee. Many employees live out of town or the picnic date doesn't fit into their schedule. Or the money might be transferred into a payroll fund to assist in employee not getting laid off. I sure there are other ideas to include everyone.
 4. Department Heads and Directors should be held accountable for their time. Many do not get checked on their time management activity. Not that the Dean's need to micromanage but the higher level authorities do not set by example with double standards taking place throughout our campus community.
 5. Turn off GBDPAC lights when not in use.

- 104 Anonymous "What makes UNI a great place to work?" It's a place where employees genuinely care about students and their welfare. My colleagues (both within my department and across campus) are top notch and they greatly add to my job satisfaction.
- "What would make it better?" I am a long-time UNI employee (13 years) and absolutely love my job and my institution (which also happens to be my Alma Mater). However, I will likely be applying for a position elsewhere because I have 5 kids to put through college and UNI does not offer any tuition reduction/assistance for an employee's dependents. This is a fringe benefit that is commonly provided at Community Colleges and private colleges, and perhaps the other Regents institutions as well.
- 105 Individual This would be a truly fantastic place to work if we had tuition waivers/scholarships for staff and family.
- 106 Individual We need to encourage change of the workstation environment in several campus areas to one that permits individual faculty and staff to install software thus enabling each person to readily experiment with and integrate technology into their individual endeavors.
- 107 Individual UNI is by far the best environment I have worked in. The flexibility and intellectual challenges of a university job are unmatched. This campus is a stimulating and welcoming environment for all individuals associated with UNI. I am proud to be a UNI graduate, and proud to have an opportunity to return here and develop my career.
- The one change that would make UNI an even better place to work would be full tuition reimbursement for staff members and their families. I have a strong desire to pursue a graduate degree, but the cost is prohibitive at this time. Earning my undergraduate degree from UNI showed me the value of the high quality programs offered at this university. There are many others like me that would be grateful for an opportunity to continue their education for their personal benefit as well as for the betterment of the university.
- Thank you for providing an opportunity for the campus community to express their feelings and ideas.
- 108 Individual I have several issues for discussion:
1. The University is made up of 3 employee groups - faculty, P & S, and merit. The merit employees do not get the respect they deserve. UNI could not function without merit employees. I know we are not as educated but we do our jobs well and should not be put down. Not all faculty treat us this way as there are exceptions. UNI needs to promote all three groups as equals when talking about how the University is run and the importance each group plays at UNI.
 2. The merit pay matrix needs to be looked at. Our salaries and benefits are great. However with the matrix we have once you reach the end of your scale, you no longer receive merit increases. Some of us have worked for years with no merit pay. This is bad for the moral and gives us no incentive to put extra effort into our positions. Most of us are conscientious and like to do a job well so we go over and beyond in our jobs but it would be nice to have something to work toward. Knowing we have an opportunity for merit increases gives us better attitudes towards doing a job well. The faculty always receive merit increases. Can't some monies be put aside for merit as well?
 3. Along the same lines, we have not received any recognition for learning the MEMFIS. This was a huge undertaking by some of us. Others have adapted well but it was really hard for some. We deserve to be recognized for having to learn all of this. A lot of us have no background or experience in accounting procedures such as this involves.
 4. I would like to see the parking situation changed. We should get a break for the amount we have to pay for a sticker. We pay a lot now and that

does not guarantee us a spot to park. That does not seem fair. The price for stickers seems high.

5. Also we should get a price break for athletic tickets, GBPAC tickets, etc. Why do we have to pay so much for using the Wellness Center? Can't we get a reduced price there also? It is such a beautiful facility and we should be able to take advantage of it.
6. Can Fridays be designated as informal? Some offices do and some don't. It would be nice to have a campus wide policy so we would all feel comfortable.
7. I enjoy the fall picnic - hope it does not get cancelled.

109 Anonymous

I would like to see development some Campus "Community Service" events that would develop a greater sense of ownership and responsibility for campus facilities and its environment- ie. spring clean up afternoon of the two branches of Dry Run Creek that run through campus. A clean up day for the neighborhood adjacent to campus after spring move out. With a potluck afterward. Faculty/staff sports leagues for volleyball, softball, etc. (departmental teams) to promote interdepartmental communications.

Promote annual departmental open houses for support units, so that others on campus can gain an appreciation for what they do and the role they play in the university.

110 Individual

What makes UNI a great place to work?

Generally, really nice facilities.
Some very talented faculty.
Good students.
A pretty good library.
The GBPAC and what it brings to the campus and community.
Competent support staff.

What would make it better?

Job 1: More emphasis on the central intellectual/educational mission of the university. For example: I'm really disturbed at how much emphasis on intercollegiate athletics has grown over the past ten years. There are so many academic programs that need more funding, yet the bulk of the fundraising efforts go toward sports and sports facilities. This is not a huge community -- there are only so many funds to go around, and I'm particularly disturbed as someone who teaches in Communication Studies that a number of potential media-related prospects have been tapped for major gifts to the McLeod Center and other athletic facilities, while media production facilities still go unfunded (almost \$1 million worth) years after the renovation of Lang was completed. (I'm sure other academic programs could make similar complaints, too.) There is another model to the pom-pom waving approach to gaining support for a university -- try the University of Chicago, Case Western, or Washington University which have academic excellence without reducing the university's identity to its athletic stature. If UNI really sees itself as the major entertainment center of the region, then what the hell, let's build an IMAX theatre, an amusement park, and big lake and call it UNiversityLand.

One could argue that the GBPAC is part of this same entertainment complex thing, but I think that lovely facility integrates better with the university's academic programs and with the university's INTELLECTUAL mission. Let's stick to things that contribute the most to the academic bottom line (not just the financial bottom line).

In fact, the intellectual mission side seems to be so much in the background of things. So often, I find the campus and campus life to be pleasant, but not intellectually stimulating. Much of the student entertainment (speakers, etc.) are more entertaining than intellectually provocative. (This trend is not unique to UNI, but we are masters of our own fate here.) A university should be a place where people are challenged with new ideas, new ways of thinking. I know the "Student's First" motto is a marketing slogan, but it's got it all wrong. It seems to set us up to pander to students' every wish. Yes, it should be comfortable here, but I feel like my unstated mission

becomes how to help students get "A"s so they can get a degree, get a job, and settle down to a life where they buy lots of stuff.

Does UNI have a reputation as a tough, challenging school? No. To make this a better place to work (at least for faculty), make it a better university, quality-wise. Expect more of students. Be more creative with the curriculum: require that students work on community projects, applying their academic knowledge in a positive way. The curriculum is SO stuffy and safe, and there are few university-wide ventures that fund experimentation. So many interesting things get killed in the conservative, two-year curriculum cycle. I think both students and faculty would be excited to engage in an entire semester that focused on just one or two classes worth 12-15 credit hours. That would allow them to delve deeply into a subject, more than ever before.

One way to attract better faculty: Have regular sabbaticals, not competitive PDAs. Have a pre-tenure sabbatical for tenure-track faculty. Have a university-wide policy to promote the hiring of domestic partners (I've seen a lot of great people leave UNI because of this). Fundraise to recruit better faculty. Enable departments to grant leaves or reduced teaching loads to their most productive researchers/creative artists. (There is SO LITTLE done to foster and reward excellence at the faculty level. It's almost as if it doesn't make any difference here.)

Those are just a few ideas. Good luck!

111 Anonymous What makes UNI a great place to work is the size of the institution--large enough to have enough resources but small enough to get to know people around campus.

112 Anonymous I enjoy working with the students and our friendly staff. The growth potential at campus not only benefits the students but also faculty and staff.

What would make UNI a better place....the only thing that comes to my mind is remembering students first...keep an open mind....there is a time and a place for no. We need to make sure the students feel included and important...because they are.

113 Individual Merit employee Conversation—

UNI is a great place to work. I think my Merit colleagues would agree. I believe the enthusiasm our students show in their quest for knowledge and personal/professional life preparation rubs off on everyone. The students keep us young and optimistic about the future. A big plus for me is to help students from other backgrounds and cultures. Another asset is the older, nontraditional student. This individual may share life challenges such as children and financial commitment yet be studying also. It is important for us to give them support and encouragement.

I look back at my 20 years on campus with a sense of accomplishment and pride. As a single parent not receiving child support, I am truly grateful to AFSCME for negotiating the wages and benefits for me to adequately meet my daughter's needs.

However, I would like to see more perks for the "senior" staff. One would be rather inexpensive. Each January, a list could be posted on UNI Online of which employees had marked milestones the previous year, 10, 15, 20 or more years with UNI. Or simply list groups of employees sorted by ID number, as those are based on seniority. Or possibly honor active employees with more than 25 years service at the retirement breakfast.

Another is tuition reduction for our children, 10% for employees with 10 years, 15% for 15 years, and so forth. Or possibly a tuition rebate, similar to how the employee tuition grants work. I'd like to see reduced parking and Wellness Center fees for senior employees. Perhaps we could choose between free football or Theatre UNI or GBPAC tickets. Thank you for the November 13 tickets, the game was great!

I will soon have \$35 per month taken from my paycheck to donate to the Foundation. I'm sure this does make work for staff in Foundation Accounting, but it allows me to make a difference without having to come up with the money all at once. If our contributions to UNI and United Way can be set up like this, why can't parking permits and Wellness Center fees? I and a few other secretaries have experienced a quick turnover in number of Department Heads, Directors, etc. we have worked for. The Department secretary is critical and central to training

each new head. I “broke in” new department heads in January 1999, August 2000, and January 2003. I transferred to my current department in October 2003, and began working with a new head again in August 2004. As I am now becoming a seasoned veteran and working with someone I greatly admire, this latest transition is going the smoothest by far. If there is \$4500 extra compensation for being an Acting Head, I strongly feel there should be at least \$1,000 extra compensation for the Departmental Secretary, who will be most impacted by the changes. Also, if we find ourselves helping out with graduate programs when the coordinator is gone for an extended period, additional compensation should be in order. If the coordinator receives extra compensation or travel funds, why is it just one more duty for the secretary?

So far, I feel that the training process with MEMFIS has gone well. If we make the effort to attend the workshops and ask questions, it works. Those individuals who have put much work into planning the workshops have done a first-rate job. Huge KUDOS to both those persons we see at the meetings and those computer programmers behind the scenes that make it all work. My only complaint about MEMFIS is requiring supplier setup forms for vendors we will only use once. Someday the supplier database will be clogged with so many individuals not even needed anymore.

One idea I have considered for several years is a voluntary reduction of my hours over the summer. Yes, there is still work to be done then. We offer summer school courses in May, there are faculty merit and salary letters in June, the end of one fiscal year and start of another. However, I am interested in working 20-25 hours a week instead of 40. It would be easiest to determine a new yearly salary and then still be paid in 12 averaged installments like the faculty. New vacation and sick leave accrual rates could be calculated over based on total number of hours worked per year. Could anyone give me advice on how to do this? I might not be the only one interested. It wouldn't save the university a whole lot of money, but may be worth pursuing. My journey has not been without a few bumps such as receiving sincere and very angry calls over the play Corpus Christi, but life at UNI is very good.

114 Individual

Hi! I have already submitted some suggestions for improving UNI - but I forgot one of the most important comments that I was going to talk about. That is early retirement. Bring it back! With all of the budget woes it only makes sense to weed out the higher paid clerical through early retirement and replace them with lower paid employees. There are several of us who want to take advantage of this. Even though it means we cannot get free medical insurance some are still interested. Of course if we could get the medical insurance included that would be awesome. Same is true for faculty. Some of those people need to go because their teaching skills have gone downhill. Bringing in younger faculty with fresh ideas is an advantage to the students. Giving students a good education is what UNI is all about.

115 Individual

One thought popped into my head this morning when I came in to work. The bicycle racks had been moved out from under the overhang and as I looked across the empty space I thought what a nice place to have tables and chairs for staff to take their breaks and lunches! The bicycle racks could be placed between the big trees next to the concrete seat just north of the entryway. Signage could be hung to designate it as employee space so it would not be filled up with students. This kind of goes in line with some space designated in the Union for faculty and staff to use also. Also, I definitely think that early retirement should be returned and enhanced to cover Merit staff in the same way faculty and P&S currently receive it, with phased retirement included. There are probably more long-term merit staff on campus than any other group. This would be a great reward for those that have made UNI their career. I will send you more thoughts as I think of them. :-)

116 Anonymous

I believe that a key way to enhance UNI would be to reopen the Center for the Enhancement of Teaching. The Center has played an instrumental role in creating a sense of community among faculty. Activities of the center have promoted excellence in teaching, including the liberal arts core, at all levels of the professoriate from assistant to full professors. The center has also played a critical role in the socialization of new faculty to an academic culture focused on excellence not only in research but also in teaching. The Center has been particularly important to new faculty because networks of faculty created under the auspices of the center enable new faculty to be more candid about their learning experiences with teaching than they often are in their home departments, where they feel continual pressure of yearly assessments leading to tenure or where they may encounter some senior faculty who lack enthusiasm for teaching in the liberal arts core.

117 Individual

Strategic strengths can lead to weaknesses and vice versa. The twin questions, "What makes UNI a great place to work?" and "What would make it better?" exploit that paradigm and allow us to celebrate strengths while looking at ways to ameliorate the accompanying challenges.

What makes UNI a great place to work? Stability. Our employees of all classifications come young and stay, often for their whole careers. Internal hires are not infrequent, spousal hires are also common, and there is room and support for employees to advance in their careers and stay on campus.

What would make it better? More change. More diversity, more new entrepreneurial ideas and more pedagogical and curricular diversity. Less tenure, easier firing, more rewards for merit and tools for retention. More professional development, More short term projects that have their run and end making room for new projects as opposed to becoming institutionalized. A budget that reallocates resources to reflect changed mission priorities and a changing role for the University. What makes UNI a great place to work? Community. We are a small city state and as such we tend to know one another - that familiarity making way for collaboration. As a nascent city state we have it all with students and faculty able to live their entire lives on campus (with a few trips to the Hill - which at least in practical terms is part of campus). We are safe, we know one another, we are similar and we are, by and large a quiet campus where students are not lost in the shuffle and cries are not drowned out by the sound of the band.

What would make it better? Less parochialism - more engagement. While the campus has made great strides toward developing an external face and services that serve external constituencies, the primary focus strategically and financially remains on internal constituencies. I would suggest the campus redouble its effort to serve students better and expand its definition of students to embrace lowan enrolled and un-enrolled who learn from us and grow as people through our actions. Focus on diversity, not just along traditional racial lines but, people of different religious backgrounds, economic levels, ages and nationalities. Hire key "bleeding edge" talent from away to refresh our outlooks and discourse.

What makes UNI a great place to work? Decentralization. Colleges and departments are empowered to run themselves with less bureaucracy. Productivity is enormous and I suspect, if it were possible to measure, superior to the productivity of our regents sisters. Departments plan their curricula and schedules, structure their faculties and run by their own rules. Decentralization has allowed some University departments to blossom, rising to national prominence, and bringing first in the nation education to Iowa's citizens.

What would make it better? Centralization. Some service functions; ITS, marketing and public relations, public safety, library services, residence, etc. resist decentralization. In some cases attempts to de-centralize these services have lead to duplication and very uneven levels of service and performance between units. Other centralized services have become auxiliary enterprises, reliant on other units for "pay as you go services" creating adversarial relationships that fragment the campus. Some campus units have become fiefdoms, with entrepreneurial leaders gaining while other valuable but less entrepreneurial units lose. If the decentralized campus has allowed some departments to thrive it has also allowed some to wither. Poor leadership, passive faculty or even frequent administrative turnover has allowed some departments to fail or stagnate, drifting away from the Universities mission and goals. For most of our students and citizens, their knowledge of the University is based on the small part they interact with, sometimes this is great, sometimes not, but it is not consistent.

My point in bringing up all these things that you already know is that as campus leaders and members of the campus community it is our responsibility to see the entire University and its function in the world, recognizing that through our choices we have strengths we must build on and weaknesses inherent in those same decisions that we must work to ameliorate.

Thanks for giving us this chance to speak and be heard.

118 Individual

Actually, if possible, I would like to add to my earlier comment, because Memphis is just a part of a larger effort to bring technology to the campus. I have no problem with technology; it can be a great time saver. However, it should exist to provide better support services to allow us as heads

to carry out our duties in a more efficient and productive manner. Unfortunately, this is not happening. Instead, departments are now doing more of the work which was previously done by various support services. We do not have the budget to hire people to input data and deal with all the work required, for example, to update our Program of Study templates on a regular basis. So, what do I see a need for to make my life as a dept. head better? I would like to see better support services to allow us to do what we need to do (our jobs) and achieve satisfaction rather than frustration. Thanks.

119 Individual

What Makes UNI a Great Place to Work?

Working in higher education is a gift. I get the opportunity to help students develop themselves, their dreams, and thereby contribute to a better world of educated citizens. It is a hopeful place, one of planning for a future based on civil discourse, rooted in ethics and ideals.

The longevity of the staff at UNI has helped to create continuity and community, shared values that develop over time through ongoing professional relationships. This builds trust, a foundation for staff to feel able to take risks, be creative, and to take ownership of their work. I consider our work more of a calling than a job to do. The staff has a strong affinity to UNI, and to the people we work with.

What Would Make It Better?

UNI has made some effort to promote wellness, though the curriculum, and the WRC activities and programming for students and staff. This effort has been undermined by the stress on University departments and staff having to do more with less through budget cuts and reorganization. Maintaining excellent programs requires staff time. When staff cuts occur, the dedication of existing staff has maintained programs by adding to workloads at the cost of family and free time. Burn out of good staff is a critical issue. We have made it through difficult financial times because we feel passionate about our work with students and about this institution. This attitude should be nurtured and not exploited. We need to help employees define a balance between personal and professional lives, and to make it an attainable reality. If we don't, we send the message that we do not value employees, nor does it build trust and community. Compensation packages need to be fair and comparable within the University. People working long hours at lower pay should not see colleagues in the same department, or other departments who do similar or less complex work earning more for fewer hours. Even though our work at UNI is personally rewarding, equitable compensation should be applied campus wide.

I would recommend that UNI develop an institutional wellness model to be implemented in each department. Recently a colleague brought some information back from a conference illustrating vectors to measure drivers of engagement and performance generating institutional excellence and personal fulfillment. The vectors serve as a corporate wellness model and consist of: Meaning, Voice, Enrichment, Membership, Appreciation, Harmony. There are probably many other models out there to provide a foundation for an institutional wellness effort. The leadership in each organizational area has a responsibility for supporting this effort and helping to articulate a shared vision that applies equally to faculty, P & S and merit. It means creating an environment of trust, where actions resonate with words and stated values. This does not mean keeping track of how many people use the WRC fitness programs, or overtime work, although that could be part of it, but to really look at what would bring balance into each department and in turn to each employee. Healthy, balanced, self-directed employees will be more creative and productive over time. They will also model the kind of behavior we hope to teach students.

UNI employees are great people and can be trusted to creatively respond to a wellness model for the workplace. This conversation on work environment is a great beginning and is to be applauded. I hope employees will be empowered to become informed and involved in determining strategy and decisions in carrying out the findings of this inquiry.

120 Individual

In addition to facilitating computer sales, UNI should configure those computers bought by faculty for home use (perhaps for a nominal fee - \$25?) as closely as possible to the office computers of the faculty members. This would make it a lot easier for faculty to work at home. It is frustrating when Control Z sends a message on one e-mail system, but erases the last line on another e-mail system.

- 121 Anonymous I think the parking situation definitely needs to be addressed. There is not near enough parking up by Lang Hall. I think after the parking survey that this problem is maybe going to be addressed. However, I really feel strongly that the "A" permit is already to expensive & it sounds like it's going to be way higher if they remedy the problem. This definitely needs to be addressed.
- 122 Individual Here are my suggestions (in random order). I work for the UNI Faculty Senate & know that they have numerous suggestions, and many of mine were on their list.
- 1) reinstitute early retirement incentives for ALL employees
 - 2) free or lowered tuition at Regents institutions for employee, spouse & children
 - 3) free access to UNI Wellness Center for UNI employees & family
 - 4) expanded family hours at Wellness Center
 - 5) campus shutdown 2 weeks during Christmas/New Years break (cost saving measure)
 - 6) reduced parking fees for employees & do not allow outside (non-UNI registered) vehicles to park in A lots at any time except weekends (i.e. during state high school football playoffs)
 - 7) encourage & develop more "flex time" options for Merit employees
 - 8) reduced child care at UNI's Child Development Center for all employees
 - 9) upon retirement/separating from UNI, option to "trade in" unused sick leave for extended health insurance
 - 10) vision (insurance) coverage for Merit employees, plus over all expanded health & dental coverage
 - 11) programs to acknowledge the value & importance of Merit employees
 - 12) better discounts on computer purchases for personal use
 - 13) employee discounts for UNI sponsored events (sports, GBPAC, etc.)
 - 14) GET RID of MEMFIS - it's way too time consuming for those that use it & look at how many people are employed just to keep it running!!
- As for what's good about UNI,
- 1) faculty & staff that really care about students
 - 2) an administration that is dedicated to seeing that students receive the best education they can get
 - 3) as a single parent, I am fortunate to currently work in a position that allows me a somewhat flexible schedule to take care of the things that I need to
 - 4) our benefits are good - but could be better
- Thank you for allowing the opportunity to voice my suggestions/concerns.
- 123 Individual What makes UNI a great place? One thing is the faculty. Graduate faculty at UNI experience an extensive/exhaustive education to achieve a doctorate degree (or terminal degree appropriate to their field). I would like to suggest a special shelf/corner in the library to house the dissertations/creative projects of graduate faculty, to highlight these accomplishments. Is there a graduate faculty member who does not have (at least) one spare copy of his/her work to donate to the Library? I would enjoy seeing the collected works of our graduate faculty.
- 124 Group *Create a systematic computer replacement program, including reinstating computer

computer mini-grants

- *Create uniform standards for course teaching loads, teach-teaching, and class scheduling
- *Enhance technology in classrooms
- *Facilitate spouse/domestic partner hires
- *Free campus mail delivery of Interlibrary Loan materials to faculty
- *Hire additional faculty to maintain faculty/student ratio in anticipation of increasing enrollment
- *Improve initial and on-going new faculty orientation
- *Investigate rules for departmental scholarships, e.g., can departments offer scholarships targeted to out-of-state students?
- *Increased campus financial support for research activities, e.g., mini-grants, equipment maintenance, support staff
- *Provide more forums for faculty input
- *Provide stipends for teaching assistants that are competitive with peer institutions
- *Provide financial support for a faculty senate speaker series
- *Reinstate summer technology grants
- *Renovate College of Education and Price Lab buildings
- *Review term-faculty hiring/retention practices
- *Strongly advocate interdisciplinary programs
- *Compensate faculty for independent studies and readings courses
- *Evaluate gender equity in salaries
- *Evaluate Professional Development Assignments including criteria, increased funding , and PDA's for teaching enhancement
- *Increase travel funds for professional activities, inc. conferences, workshops, etc.
- *Maintain current health and medical coverage
- *Negotiate long-term care benefits for retirees
- *Negotiate improvements in dental plan and add eye care coverage
- *Place a greater emphasis on the merit portion of salary compensation
- *Establish a Faculty Senate Speaker & Seminar Series
- *Evaluate initial and on-going new faculty orientation
- *Examine possible grade inflation on campus
- *Investigate reestablishment f the Center for the Enhancement of Teaching
- *Review curriculum change process

- *Review UNI's Student's First Campaign
(Making UNI A Better Place To Work)
- *Acknowledge UNI service anniversaries
- *Create a full-service campus restaurant focused on lunch
- *Evaluate the effectiveness of the Memphis system
- *Financial support for faculty/staff attendance of campus activities, inc. athletics, GBPAC events
- *Free/discounted tuition for spouses/children of faculty/staff, for example, a 10% discount for each year of service
- *Financial support for faculty/staff use of wellness resources
- *Improve parking on campus (increase number of spaces, reduce or eliminate permit cost, review parking regulations, encourage alternative means of transportation)
- *Hire a carillonneur
- *Hire additional support staff, especially for technology, research, and clerical support
- *Increase library acquisition budget
- *Publicize faculty/staff/collaborative accomplishments to external audiences
- *Reinstate the early retirement program
- *Require Department/Unit Head training and on-going professional development
- *Funding to Cover all Graduate Students
- *Less or Streamlined Bureacracy (eg., academic program review, student outcomes assessment)
- *Expanded Travel (nationally and internationally)
- *Replacement of Outdated Equipment (e.g., photocopier)
- *Tuition Assistance for Families of Faculty and Staff
- *Reduce Salary Discrepancies between Faculty and between Gender
- *Bring Program Reviews Under UNI Control not the Regents
- *Deemphasize Outcomes Assessment
- *Does Memphis make sense?
- *Work to Clean Area Surrounding Campus (1 mile)
- *Parking
- *Better/Alternative Teaching Evaluations
- *Improve Offices
- *Faculty Club

125 Group

- *Travel
- *Release Time for Scholarly Activities
- *Equity in Partnership Benefit Packages
- *An Accepting Environment for Diversity
- *Discounted Tickets to Campus Events
- *Release Time for Coordinators
- *Student Worker Hours
- *Free ILL
- *Consistent Research Evaluation (newsletters vs. peer reviewed publications)
- *Money to Offset Research Materials Costs
- *Grade Inflation
- *Spouse Tuition Support
- *Travel
- *Reduced Fitness Membership
- *Spouse Accommodation
- *Streamline Curriculum Changes
- *Money for Training
- *Research Support (ILL, internal grant money)
- *Teaching Center
- *Course Reductions for Research
- *Recognition for the Hard Work Faculty Do
- *Free Access to the Wellness Recreation Center
- *A Real Sabbatical System
- *Tuition Waiver for Faculty and their Immediate Families
- *Restore Travel from the Graduate College
- *Create some kind of Space for Informal Discussion of Teaching Strategies
- *Bring back the Possibility of Team-Teaching or Developing Innovative, Interdisciplinary Courses
- *More Money to bring in Speakers for Intellectual Stimulation
- *Better, Longer new Faculty Orientation. Have Social Events for all new Faculty within last Three Years throughout the Year
- *More Funding for Travel, Conferences, Workshops, PDL

126 Group

- *More things the University can do to Assist Newly Employed Staff
- *Family Discount at WRC
- *Panther Pass to the Games and tickets to GBPAC
- *At least a Reduction or Discount Tuition Fees – Remission- for Family Members to Attend UNI
- *PDL that can Allow Faculty to do Things other than Research
- *A Discussion of how to Adjust Equity
- *A University-Wide Discussion on the Liberal Arts Core
- *Increased Number of Faculty Lines
- *"Teaching Staff" members Benefit from things like PDL that Faculty Benefit from
- *Cost of Parking
- *Bring in More Competitive, Diverse Students
- *An Option that Allows each Department to Offer Out-Of-State Scholarships to Students
- *Release Time for Teaching Large Classes
- *Re-examine what Constitutes Load
- *Re-institute Paid Medical Insurance and TIAA-CREF payments when entering Phased Retirement
- *Increase Technology Staff in Colleges
- *Offer Sabbaticals rather than PDA
- *Offer Pre-tenure PDA or Sabbatical in Year 5
- *Compensation for Independent Studies and Readings Courses
- *Place more Emphasis on and allocate more Money for Merit
- *Be an Advocate for Interdisciplinary Course Teaching
- *Fund Team Taught Interdisciplinary Course
- *Offer Financial Support for Professional Memberships
- *Offer Free Tuition for Faculty and Faculty Children
- *Help with Domestic Partner and Spousal Hires
- *Support Term Line Faculty so they do not have to Reapply every 3 Years
- *Flexibility in Scheduling
- *More Flexibility in Curriculum Development
- *Value Faculty as Scholars/Artists
- *Publicize Faculty/Staff/Collaborative Accomplishments to External Audiences

*Increase Library Acquisition Budget

*Enhanced Communication between Administrators and Departments

127 Group

1. Facilities
 - a. renovation of MPLS
 - b. renovation of COE
 - c. sound proofing walls of COE classrooms
 - d. get elmo and other technologies into all classrooms
2. Wellness Recreation Center
 - a. usage of general facilities free to faculty
 - b. usage of general facility free to family members or at least a reduced rate
 - c. specific classes available to above groups but may require fee
 - d. include free general usage as part of health plan
 - e. increased hours for faculty/family use
 - f. greater encouragement of faculty to become involved in wellness activities
 - g. creation of classes (yoga, stretching, low impact aerobics, etc.) that better serve mature faculty (40s & 50s, rather than 20s)
 - h. lower the age of children for unsupervised use of the track (from 14 to 10 or so)
3. Tuition Assistance
 - a. free or reduced rates for spouse and/or children
 - b. free courses for faculty--maybe one per semester--to continue own education
4. Services
 - a. free delivery from Rod Library—faculty request found, copied, and sent through campus mail
5. Campus Events
 - a. discount(s) to UNI events/athletics, GBPAC
6. Academics
 - a. increase passing time between classes MWF to 15 minutes
 - b. hold a series of lecture-discussions on topic of “Value/Importance of the Profession of Being a Professor”
 - c. drop use of student evaluations for tenure-promotion decisions; identify master teachers for peer evaluations
 - d. provide allocation of some PDA’s to new, junior faculty
 - e. when possible reinstate money for travel, computer mini-grants, summer technology grants
 - f. improve computer technology support-review and where appropriate increase minimum expectations of the college information technology specialists
 - g. re-establishment of the Center for the Enhancement of Teaching, or some equivalent system or structure for continuous development of teaching excellence
 - h. Teaching load: develop greater clarity on the definition of “load” and teaching on overload semester after semester
 - i. Provide department head professional development so that they can more effectively help faculty enhance their teaching, service, and scholarship
 - j. Equitable distribution of travel money across departments and colleges
 - k. Revision of PDA criteria so that proposals focused on teaching and curriculum development can be considered
7. Parking
 - a. increase hours of parking permits so that faculty with “A” permits can find convenient parking when teaching night classes
 - b. protect faculty parking permits during Dome events during academic hours—such as high school sport playoffs
8. General Faculty Meeting

- a. hold this meeting prior to starting the semester as renewal of the University community rather than seeming as an afterthought after the semester has begun

9. Student First Campaign

- a. emphasis on “student first” has sometimes been translated into a disrespectful attitude by students in the classroom—students thinking that they and their needs are the most important
- b. focus on student LEARNING first, by finding ways to let students work and borrowing less (expand grants and scholarships)

10. Collegiality

- a. recognition of collaborative research not just done that done by individuals
- b. recognition of contributions of all faculty—not split between those east and west of Hudson Road—those who do the “academics” and those who “play” respectively
- c. assist new faculty in becoming involved with the campus community—reserve slot on some committees so that new faculty can get to know others beyond their immediate area of expertise
- d. the attitude of some faculty and administrators toward faculty in the COE-- and the attitude of COE faculty toward MPLS Faculty—demonstrates a lack of respect for each other areas of expertise

11. Health Issues

- a. increase concern about providing a safe and healthy environment in which to work
- b. provision of eye care coverage
- c. improved dental plan

12. Faculty Input

- a. increased administrative concern for faculty input and opinions—such as in hiring needs

13. Hire a Carillonneur

14. Re-institute the early retirement program

128 Group

*Help with Research (grants, teaching loads, projects not tied to grants, etc.)

*Additional Support Staff (clerical, technical)

*Computer Replacement Program

*Increased Stipends for Teaching Assistants

*Elimination of MEMFIS

*Better Incoming Students

*Additional Faculty

*More Recognition for Faculty Accomplishments

*More Equity/Respect between Administrators, Faculty and Staff

*Free Tuition at UNI for Children (Faculty/Staff)

*Free Access to the Wellness Center

*Reinstating the Center for the Enhancement of Teaching

*Money to Bring in “Big Name” Seminars/Speakers

*Free Interlibrary Loans

129 Group

University-Level Fulfillment Ideas (in alphabetical order by category)

Item	Category	Suggestion/Concern
1	Computers	Provide laptops to faculty wishing to use them to work at home
2	Computers	Improved discount program and payment plan options for employees to purchase computers for personal use
3	Dining Facilities	Faculty club – dining, fitness, spa facility for faculty only
4	Dining Facilities	Increase the number of healthy dining options on campus
5	Dining Facilities	Make a “quiet” dining space available where one can eat in relative quiet
6	Dining Facilities	Provide a full-service, quiet dining area where employees can make reservations and take guests or employment candidates for reasonably-priced meals
7	Environmental	Reduce the amount of waste generated by university food services (reduce use of Styrofoam and plastic containers, etc.)
8	Environmental	Campus-wide promotion of recycling
9	Environmental	University adoption of environmentally friendly practices
10	Environmental	Better communication about recycling program (such as details about what can be placed in paper recycling bins and status of our recycling efforts)
11	Ergonomics	Provide individually-tailored ergonomic workstations for employees
12	Event Tickets	Employees can purchase reduced price tickets to athletic and cultural events the day of the event (similar to student rush program)
13	Insurance Benefits	Maintain/improve medical insurance coverage including: mental health coverage parity, major/catastrophic coverage (e.g. hospitalization), preventive measures (e.g. dieticians, orthotics, full birth control reimbursement, arch supports), etc.
14	Insurance Benefits	Improve dental coverage (e.g. add coverage of orthodontia employees, coverage of treatment for TMJ syndrome)
15	Insurance Benefits	provide optical insurance coverage
16	Insurance Benefits	Add Long-Term Care insurance as an employee benefit
17	Parking	No parking fees for university employees
18	Parking	Increase number of parking spaces available (consider ramp)

19	Parking	Incentives to promote carpooling such as those who carpool have closest parking spaces reserved for them
20	Parking	Incentives for employees who bicycle or walk to work
21	Parking	University—run bus service (or partnership with MET transit) to provide transportation to off-campus sites like downtown CF
22	PDAs/leaves	Expand PDAs to include learning and service opportunities, as well as research opportunities
23	PDAs/leaves	Provide PDAs on a rotating schedule within departments
24	PDAs/leaves	Create an alternate PDA-like system for not-yet-tenured faculty
25	PDAs'leaves	Examine/modify procedures used to assess whether one was productive on PDAs
26	Retirement Benefits	Increase the percentage that the university will match/contribute to employee TIAA-CREF accounts
27	Retirement	Reinstate the early retirement program for faculty (all employees)
28	Schedule/ Breaks	One three-day weekend off per month (add three-day weekends to months without holidays such as October, February, etc.)
29	Schedule/ Breaks	Week-long break in October
30	Service	Some release time for service in metropolitan area schools (e.g., guest teaching, sexual abuse prevention education, or tutoring, etc.)
31	Spouses	Placement assistance/employment support for accompanying spouses
32	Teaching	Afford library faculty the opportunity to teach for-credit university courses for just compensation (e.g., money or work replacement)
33	Technology/ Training	Support faculty in creating and maintaining websites; maintain an Online repository of course syllabi
34	Technology/ Training	Support faculty use of technology by providing frequent, user-friendly training
35	Tuition	Full or partial tuition remission for employees and their dependents
36	UNI Service Award	Acknowledge UNI service anniversaries for all faculty, merit, confidential, and P & S employees (for example with gold-tone UNI lapel pin given at first year & amethysts added each 5-year anniversary)
37	Wellness	Employees may use WRC facilities or any chosen alternative to it free of charge
38	Wellness	Employees may attend WRC fitness classes and/or

		receive ongoing personal trainer services free of charge
39	Wellness	More/extended lap swim as well as more open swim hours at WRC facilities
40	Wellness	Free locker and towel services at WRC facilities
41	Wellness	Aerobics classes with no boot camp or kick boxing
42	Wellness	Free or low cost massage services
43	Wellness	Age-tailored classes at WRC, options for those older than 22 (cognizant of physical needs/limits of those older than 22)
44	Wellness	Faculty club—dining, fitness, spa facility for faculty only

..... Fulfillment Ideas (in alphabetical order by category)

1	Annual Activity Report	Restructure and simplify the library faculty annual activity report
2	Communication	Improve the library-wide distribution of information
3	Communication	Work to eliminate perceptions of secrecy and work to curb gossip
4	Dining	Allow employees to eat lunch (or food) in their offices, with certain exemptions for persons who sit only at a public service desk ergonomics
6	Flex Scheduling	Enable faculty to work from home when commitments permit
7	Flex Scheduling	Enable faculty to control their work schedule; let them work when they are feeling creative and take comp time in return
8	Flex Scheduling	Evaluate faculty on whether and how well their work is accomplished rather than when and where it is completed
9	Goal-Setting/Reporting	Simplify the goal-setting/reporting process
10	Keys	Provide library faculty with keys to one library entrance and/or institute electronic key code to access for work purposes during closed hours
11	Keys	Provide faculty with keys to instruction rooms/faculty lounge (or re-key our office keys to enable faculty access with our office key)
12	Recycling	Better distribution of information about what can be recycled
13	Recycling	Greater efforts to recycle and reduce waste in general
14	Security	Increased security in service areas—video cameras?
15	Security	Continue examining & addressing security/safety issues

		in library and provide better communication of major incidents to all employees
16	Time Commitments	Reduce faculty time commitments; increase “free” time
17	Time Commitments	Provide more time-off for library administrators; free up their schedules to enable them to use their vacation days
18	Time Commitments (Summer)	Reduce services in the summer when demand isn’t as great (e.g., not scheduling a librarian at the reference desk until closing)
19	Time Commitments (Summer)	Assess impact of expanded summer session; make summers more rejuvenating for library faculty
20	Time Commitment (Summer)	Provide faculty with the option of taking the entire (or another semester) off in exchange for pro rata reduced pay
21	Training	Make innovative software programs more widely available to library faculty and provide them with appropriate training—provide them with tools to learn and improve
22	Travel Support	Annually provide each non-administrative library faculty member with money (e.g., \$500) that he/she personally manages and uses for professional travel

130 Individual Just a small thing. I have been here for 20 years and have not often run into the words to the UNI fight song. I can clap with the best of them, but I don't remember seeing the words to the song. It might be a loyalty and teamwork building measure to put the words and the music out on the web where it can be accessed. Years ago it was expected that first year students learn the words to the schools fight song.

131 Anonymous What makes UNI such a great place to work is the sense of community. Community however until you are injured at work, then you become a liability and discarded.

Something needs to be done for employees who are injured on the job and have work restrictions. Currently UNI is not allowing employees with any restrictions to return to work. The Worker Compensation doctor releases the employee to return to work with restrictions then when the University doesn't allow them to return, they are denied long term disability because according to Principle they can work as stated by the doctor.

This will become more of a problem without the early retirement option that was available in the past as employees have to work until Medicare age in order to have health insurance for themselves and family.

In summary, light duty positions need to be created and the early retirement program which includes health care needs to be reinstated.

132 Individual A few last minute thoughts that are a bit more specific.

To lead off with a positive, Hooray for a campus where people feel comfortable voicing their opinion on the public record! A rare thing in academe or anywhere else for that matter... Now for the suggestions: As we contemplate changes in campus policy, rather than comparing ourselves to our peers, seeking parity - let us seek excellence.

Make the travel reimbursement paid by the University for usage of a personal vehicle equal to the cost charged the department for using a UNI vehicle. This would let us shrink the fleet. (As I write this it seems so obvious that I'm probably missing key information).

People don't do great work for money, they do great work for people they care about (the primary motive at UNI). Lets find a way to provide benefits (like University or donated cars, comp tickets, country club memberships) to key people on every level and of every employment group that earn special treatment. Lets incentivise great work with parking spaces, free WRC membership, free Panther wear or even heaven forfend, tickets to the Gallagher. Lets reward folks that departments and divisions recognize as doing great work and make it part of our culture.

Speaking of community lets encourage participation in the community by institutionalizing release time and support for participation in service clubs and volunteering. The more we interact with and serve our community the more they will do the same for us.

Let us undertake campus wide service projects that we select by vote and gather together to accomplish. Imagine the impact of 1000 UNI mentors in the schools or a habitat for humanity house with a panther purple front door. Service learning by example.

Let us negotiate discounted rates for UNI employees at Museums, Golf Courses, Art Schools, Country Clubs and other places either directly or through the foundation.

UNI is a remarkable place full of remarkable people. For years we have taken pride in doing much with very little. As our revenue picture stabilizes we should dream big and build on our strengths.

133 Individual

Just a suggestion to have the yearly staff picnic in September during a workday instead of on the weekend. Those of us that live out of town have to make a special trip back in order to enjoy the festivities. An afternoon off would be nice for all employees to celebrate the end of summer. I have yet to be able to attend one. Usually all the weekends in September are busy with weddings, family get togethers, etc. It would be nice to be able to enjoy this celebration on a weekday instead. Possibly a Friday afternoon would be nice for all staff to attend. For the staff that have to be at their jobs during the day, maybe it would be possible for coworkers to each go at different times and cover for each other and have the picnic for an extended time maybe 12:00-6:00 p.m. That should allow most workers to be able to attend. If need be, have an outside caterer come, like Hy-vee. I guess just think of another time when "all" University employees could attend. Once again, this is just my suggestion on how to make UNI a better place to work.

134 Individual

ERIP needs to come back. Most people CANNOT retire without insurance benefits. Charges for Wellness, Gallagher-Bluedorn, athletic and other events should be reduced in order to encourage employees to be active on campus.

Parking permits should be priced on a sliding fee scale. Employees who earn \$20,000 should not be expected to pay the same amount as employees who earn \$200,000
The President needs to come to the Physical Plant from time to time. Contact with him is pretty minimal for most employees. The Physical Plant is one of the largest operations on campus in terms of budget and number of employees. It does not appear to be a a priority with this administration.

Stop non-competitive promotions from within. A competitive process with posting jobs would ensure better staffing decisions at the management level. The higher up you go, the more important it is.

Stop doing continuous reorganization. The end result is not generally significantly better. The same employees get re-assigned to different positions and get raises. Reorganization always costs \$\$\$\$\$.

135 Individual

We have terrific IT staff both campus wide and within our unit (the library). The fact that we do not have to deal with major problems with computers and the network makes doing our jobs a lot more pleasant.

- 136 Individual I think the bumping situation was poorly handled. We had people ready to sell their homes or move in with family because they were going to get bumped then it was delayed until the end of the fiscal year. These aren't just _positions_ that are being affected, it's people's _ lives and families. _It was really hard to want to come to work knowing how crappy our co-workers were being treated. It was also a slap in the face that after those people were bumped last summer, there were several P&S positions advertised.
- 137 Individual I have been a part of the UNI campus for 26 years, either as a student or as an employee. I feel UNI is the best place in the world to work. When I reflect on why I feel that way, I conclude that it is because of the community atmosphere. UNI is attractive, well maintained, and friendly, with a spirit of comradery woven throughout the entire community. I extend appreciation to all those to work hard to plan and maintain the grounds and the facilities. Also, to the administration for cultivating an open and ever growing sense of community that encompasses everyone on campus.
- The past couple of years have been challenging with the budget situation and the advent of MEMFIS; this has been the cause of much stress throughout the campus. I am hopeful that the economic situation will stabilize and that as enrollment increases we will see our human resources increase proportionately. I feel our human resources are currently stretched to the limit. MEMFIS on the other hand, has been a giant leap in technical learning and the added responsibilities that have come with it. But what I see is the UNI campus coming together through this struggle to learn; individuals reaching out to individuals from other departments asking for assistance and working together to learn or resolve problems. While this has been difficult, there has been a positive result – that of respect for each other and a sense of unity (we are all in this together!). Phase II will involve everyone on campus, and I know that the UNI community will persevere.
- I extend one final note of appreciation to work in an environment where my opinion is welcome, and for this opportunity to express it.
- 138 Anonymous I have, since my hiring enjoyed working for UNI. My concerns mirror most here; parking, the ability to use the WRC, and having my work be appreciateed. I think that university employees should not have to pay for education, so long as they their studies didn't conflict with completion of their work. I think that there should be a greater insentive for staff members to seek additional training to make them better emoloyees and that staff members should be rewarded when they complete additional education or certification (MBA, CPA, PHD.)
- 139 Individual In order to help promote wellness couldn't we have "free walking" in the WRC from say 12:00 - 1:30 and a reduced yearly membership for faculty and staff? Plus, what about walking in the West Gym as well over the 12:00 - 1:30 noon hour.
- 140 Individual It would be very helpful to have a shelf put back in the ladies restroom downstairs in Gilchrist Hall. There was an overhead coat rack that was taken out which leaves no place to put papers, books, etc.
- I appreciate how "beautiful" our campus is (flowers in spring, summer, fall), the restoration of the buildings (both inside and out), the architectural designs of the new buildings. All of these aesthetic enhancements to our campus and provide us with a wonderful environment to work in. This on-going process will continue to add to our beautiful environment here at UNI.
- Sometimes it would be helpful to have a mentor who understands certain office politics, etc.- which would help provide a type of "in house" training program.
- 141 Anonymous I feel the university should NOT raise parking fees for a ramp being built with free funding. Thank you.
- 142 Individual Most importantly - address the issue of a salary increase (other than contract raises) after an employee reaches the top merit step.
- I realize it can't be a neverending automatic increase, but there needs to be something added for those who are at the top of the merit ladder. I really think it should be weighted on excellence of work (similar to merit pay that faculty get).

Have an annual "Merit Employee of the year" or something like that. It is done for faculty and P & S, but merit has been ignored. Have some cash connected to it.

Several comments regarding employees taking UNI classes:

Please consider not charging tuition to employees. Don't you want a more highly trained staff? Set a high gpa rate for free tuition and only really serious people would take the classes. This would be an excellent goodwill gesture toward employees and would cost the university very little if anything.

Employees taking classes should not have to pay student fees. When we take 5 hours or more, the student fees kick in. They are substantial (several hundred dollars). True, the staff training grant (if received) pays for a portion, but it seems redundant to pay a computer fee and a health fee when we already have access to a computer at our job and don't use the labs and when we have health insurance. (I have taken a night class and a day class for years and get burned every semester)

Give us the days between christmas and new year's off. We are pretty much forced to use up 3-4 days of vacation.

Free employee use of WRC and Healthbeat facilities.

Benefits - add some eye care coverage.

Why do faculty and P & S get a better medical benefit package? They should be equal. An employee is an employee is an employee. The difference in treatment of faculty/p&s/merit is an ongoing issue.

Get the parking lots cleared off BEFORE we are supposed to be at work during a snowstorm. And the sidewalks.

Lower the parking permit charge. Or at least keep it the same for a few years.

Consider a fall break. A Monday and Tuesday in the middle of October would be fabulous for everyone and make the long march from Labor Day to Thanksgiving much more tolerable. In closing, I want to say that I love working at UNI and feel fortunate, but the above are suggestions that would make it even better.

143 Anonymous I think what makes UNI a great place to work is the diverse groups I come in contact with. Most always there is a congenial attitude - even in tough times. I also think an early retirement program, for everyone, faculty and staff, would improve the university. It would get new people in who would have new ideas to plug in - in every area.

144 Anonymous I think there could be many improvements made to the concessions at the UNI dome. For instance, the souvenir cup has been discontinued (out of stock) since sometime before the homecoming game on Oct. 9th, however, they still had this on the board (marquee) as a choice even through the high school playoff games. It was suggested to people to take this off the board (along w/ other suggestions) as they were no longer in stock, but they didn't do so. Many customers would become aggravated when we told them we didn't have any, especially when they would come back a few weeks latter and still see it offered as a choice to them. Many customers were also confused by the wording of the fountain drink sizes. One of the choices was a regular size. Many customers got confused whether that was a small or medium and we would often give them the regular size (small) and then they would want the other size and this would hold up the line. It would be nice if the sign said small, medium, and large. It would also be nice if there were professional signs with the prices on them that we could place on the cups that we put on top of the fountain machines to show people the size of the cups so they could just glance at the cup sizes and see the price on the cup (this would speed things up). Many customers ask the price of each cup the way it is now. Customers also get confused as to the wording of the popcorn sizes. Why not just say small and large. Also, last year we sold a lot more small popcorn sizes when the price was \$1.50. Customers think \$2.00 is too much for small popcorn. The Papa Murphy's pizza sizes are inconsistent. Many customers also don't like to pay \$2.00 for

a warm bottle of water. There needs to be a better system for keeping this water cold. (Larger coolers or something). I don't know if it would speed up the lines or not, but the fountain drinks slow things down. I know there is a lot of profit in fountain drinks, but maybe 20 oz drinks w The other thing that I don't understand, but I don't have time now to go into detail as I have a meeting to get to is that there is a student from Iran who applied to a doctorate program and got accepted but she wasn't given an assistantship or any money to pay for her schooling. I here how the University is always trying to promote diversity, but in this case she has been told to basically keep her options open and to apply to other colleges. This sure isn't helping the diversity issue! This student has sure opened my eyes to many issues. They have come along ways over the past three years. Their English has greatly improved. I know this student takes her studies very seriously and puts in countless hours. She has a heart of gold and helped many of her fellow classmates. Her professors have been impressed with her as well. I know her goal is to be a faculty member here. It's just sad that she will have to leave because we don't have money for her to stay. I wish I could write more or a better, but I'm pressed for time.

145 Anonymous

It would really be nice if the lounge chairs in the downstairs public break area of Gilchrist Hall could be replaced with more comfortable ones. It takes all of about 2 minutes of sitting in them for me to get a backache--they are "very uncomfortable".

Individual

The first question is easy: Where else can I work where I can stroll across a beautiful campus, enjoy the arts, lectures, free computer training, have easy access to many different dining choices, walk less than a block to a library, etc., etc., without leaving my workplace.

And even more importantly, I work in an educational environment with very intelligent, motivated professionals who at the same time are "down to earth" and caring individuals. I tell everyone now that UNI is the best place I have ever worked--not the best paying nor the most prestigious position I've ever held, nor offering the most opportunity for advancement--which at one point in my life was top priority--but still the best place I have ever worked.

The second question takes more thought. I have some things to share that came quickly to mind, but do not want to appear negative. And, as this is a small office, I would not like to have them taken too personally. So, with that said, my offerings would be the intangibles:

1. Number 1 being TRUST. Can't emphasize that enough.
2. Close behind that would be empowerment of employees (which I don't see as much of as I would like at the lower end of the employee ranks). I read something once that regrettably I didn't copy at the time but it went something like I'm not smart enough to do the job, but I am smart enough to hire good people to do the job and then get the heck out of their way while they do it. That's empowerment. Trusting the people you hire enough to let them do their job without micro-managing.
3. Close behind or equal to that is professional development--including paid workshops off campus. Sure we have a budget crunch, but we should not let that become an excuse for the things we don't deem priorities. I do see some training opportunities coming from HR but mostly directed to "managers/leaders" whoever that may include. Some of us are drawn to the educational setting because we have a lifelong love of learning and an inner desire to develop to our potential. I have sometimes felt that since I do not have the "P&S" designation, I am not deemed quite as intelligent, worthy, or maybe necessary as the P&S employees. Why? I have the same degree as many. Some do not even have a degree, but it sometimes appears that once you receive the P&S designation, you are automatically elevated to a level of higher intelligence or trustworthiness. Those attributes should be assigned to the person, not the position.
4. Others would be feeling your contribution is valued, instilling a culture of partnership across all levels (because we all know that without the lower positions, top management wouldn't operate long).
5. Information sharing is also high on the list but I do think President Koob tries and is definitely on the right track (humble opinion) with involving others besides just P&S this year. I heard such

good comments from people who attended his "Meet the President" meetings, even though we may have liked to have better attendance. After I jotted down my initial thoughts, I did do some Web searching and was surprised to find there is a "Great Place to Work Institute" out there with "great" information, including a model which has five dimensions (all copyrighted):

Credibility - open door, they listen

Respect - employees are not afraid to make mistakes so are able to explore ideas

Fairness - can count on unbiased feedback, differences in people valued, etc.

Pride - feel as though I make a difference, latitude to make decisions and implement them to get the job done

Camaraderie - people care about each other.

Robert Levering is the founder and there is a book I intend to check out from our library. He defines a great place to work as a place where "employees trust the people they work for, have pride in what they do, and enjoy the people they work with and this is measured by: (following all plagiarized)

1. The relationship between employees and management. (Trust between managers and employees is the primary defining characteristic of the very best workplaces.)
2. The relationship between employees and their jobs/company."
3. The relationship between employees and other employees."

Other information includes (all copyrighted so I don't want to get into trouble here):

"Good employers create the best possible workplace which enhances a firm's ability to perform well (financially);" ...sees profits as a means of enhancing employees' lives; "Business benefits associated with becoming and sustaining a great place to work...including higher productivity, greater retention and increased innovation and creativity. I am hoping some on your CAG have also done some research. My real concern if CAG is serious about this, is the "ambitious" time frame set. The 58 statement employee survey this institute does takes 5-6 months, I believe I read. They rank employers (I don't know a lot about it at this point, but sounds like employers apply, is a little costly). The top 5 are Texas Instruments, Federal Express, Johnson & Johnson, Eli Lilly and Philips Software, if some on your committee would like to look at what others have done and are doing. I realize we are an educational institution, but all the more reason to do a little research on this topic. I hope this is a "process," not a project. Sorry, I got a little involved and "wordy" here. Thanks for the opportunity.