# STRATEGIC PLAN

# OAKLAND UNIVERSITY

# CAMPUS FAMILY

# TASK FORCE REPORT

# OCTOBER 1, 1993

# OPEN HEARING

## OCTOBER 18, 1993
## OAKLAND CENTER - EAST CROCKERY
### 12:00-1:30PM

# MEMBERS

Dr. Jane Bingham, School of Education and Human Services
Ms. Gloria Boddy, Continuing Education
Ms. Sheryl Clark, Graduate Study
Ms. Elyce Cron, School of Education and Human Services
Ms. Deborah Dziewit, Student
Ms. Jennifer Gilroy, Office of the Registrar
Dr. Egbert Henry, College of Arts and Sciences
Dr. Gerard Joswiak, Academic Computing Service
Dr. Vincent Khapoya, College of Arts and Sciences
Mr. Michael McCormick, Campus Facilities and Operations
Mr. Paul McDowell, Meadow Brook Hall
Dr. Estela Moreno-Mazzoli, College of Arts and Sciences
Mr. Brian Munson, Department of Public Safety and Police
Mr. Bob Taylor, Athletics
Dr. John Tower, School of Business Administration
Ms. Melissa Winter, Student
Mr. Gregg Zuccker, Consultant

# CAMPUS FAMILY TASK FORCE

I.    Introduction

Task Force Charge

"...TO PLAN FOR THE ADVANCEMENT OF CAMPUS MORALE, GOVERNANCE, AND ORGANIZATIONAL EFFECTIVENESS, INCLUDING THE DEVELOPMENT OF STRATEGIES TO ENHANCE CAMPUS COMMUNICATION AND TO RECOGNIZE ACCOMPLISHMENT IN TEACHING, RESEARCH AND SERVICE"

Proposed Vision Statement

OAKLAND UNIVERSITY WILL BE RECOGNIZED AS AN INSTITUTION OF EXCELLENCE, RESPONSIVE TO THE NEEDS OF ITS CONSTITUENCIES, AND PREEMINENT IN SELECTED AREAS OF TEACHING, LEARNING, RESEARCH AND SERVICE.

Please note:

There will be a Table of Contents with the final draft.

If required, we will include a SWOT analysis as an appendix to this report.

## FAMILY VS. COMMUNITY

The use of the word *family* in the name of this Task Force brought immediate attention to both the current state of and basic nature of the relationship between various human components of the university. We heard strong objection, particularly from the faculty, to the paternalistic implications of the word. In every instance, *community* was the preferred term. Of significant note to the Task Force was the observation that families tend to be homogenous while communities are diverse.

**The Task Force recommends substituting the term "community" for "family" in discussing the campus community.**

## ISSUES AND CONCERNS REGARDING CAMPUS MORALE

Diversity

Campus Praise and Pride

Support services for research

Marriott/subcontractor standards

Staff Development

Promotions from within

Labor Relations

On-campus child care facility

Mentoring program

New Sports & Rec facility

"Spirit" Issues

## ISSUES AND CONCERNS REGARDING CAMPUS MORALE CONT'D

Staff dining room

Rename the OC as Oakland Student Center

Community discounts for campus programs

Parking for faculty and staff

Student "needs assessment" survey

## ISSUES AND CONCERNS REGARDING GOVERNANCE

A committee should be established and charged with a comprehensive review of the present system of governance at Oakland University, including the Senate and College Assemblies with respect to issues such as representation, "advise and consent" functions, and others.

Student representation on the Board of Trustees

Community involvement in the evaluation of senior university officers (i.e. Deans and vice presidents)

Ombudsman

## ISSUES AND CONCERNS REGARDING ORGANIZATIONAL EFFECTIVENESS

Learn the "best practices" of other institutions - what can we use here?

We need to develop practices which are based on common goals and promote team-building and should eliminate those which are divisive and foster negative competition.

Division between faculty and non-faculty staff/OU caste system

Surcharges - why do we charge each other for our services?

Cross-pollination, or internal sharing of "best practices" to enhance in institution as a whole.


## ISSUES AND CONCERNS REGARDING CAMPUS COMMUNICATION

In the short-term, a voice-mail "hot-line" should be established and updated on a daily basis. The long-term goal is to connect all employees to a network. The network should include a "mail-box" feature which will display information concerning all employee groups. Access to terminals should be made available for employees whose jobs don't include such access. The system will provide information on daily events, announcements, updates on employee benefits, and items of interest to specific groups.

Oakland should develop a more user-friendly campus
(Building names, signs, where to go)

When you grow beyond a certain size, existing communications systems collapse.

The university should publicize both on and off-campus the names of students receiving term honors.

## RECOMMENDATIONS REGARDING MORALE
(Not yet in order of priority)

In response to concerns identified by employees, the Campus Family (Community) Task Force recommends the following:

__. The continuation and expansion of programs relating to diversity in an effort to make OU a more comfortable environment for all members of the community.

__. The establishment of a child care center.

The task force has identified an establishment of a drop-off child care facility available to students, faculty and staff as a high priority. Results from a recent study on the establishment of child care facilities at two U.S. corporations by the Family Work Roundtable indicate that employee morale increased and stress resulting from child care worries decreased. The researchers believe the decrease in stress improved productivity in the workplace. (National Public Radio, September 30, 1993.)

__. The establishment of a university-wide mentoring program.

The faculty have identified the need for the establishment of a mentoring program designed to assist junior faculty, especially women and minorities, in successfully fulfilling the expectations of the position. We believe this program should be expanded to include all employee groups and the student population as a method for recruiting and retaining women and minorities at Oakland University.

__. Subsidizing the cost of academic regalia rental for faculty and staff.

The task force members identified commencement as one of the few events where a substantial number of faculty and students gather and interact. To promote this interaction, it is recommended that the rental cost of academic regalia either be absorbed or subsidized by the university. Further, convocations should be held more frequently.

## RECOMMENDATIONS REGARDING MORALE CONT'D

__. The commitment to the promotion of employees within the university.

As an institution that encourages life-long learning and supports career development, the university should be committed to the career advancement of its employees. It is recommended that a policy be drafted encouraging such promotions, when possible, and documenting the university's commitment to career and educational development.

__. The establishment of a "Praise and Pride" program.

The focus of this program is to promote pride in the institution and in our employees. It is recommended that workshops on how to reward and recognize the outstanding efforts of our employees be offered and that any member of the campus community in a supervisory role be required to attend. A committee consisting of representatives from all employee groups and the student population should be formed with the charge of promoting campus pride. How we acknowledge new employees should be examined as well.

__. The establishment of minimum employment standards applicable to any subcontractor whose employees will perform their jobs on our campus.

The Marriott problem shows the necessity of such standards. This statement will be expanded in our final draft.

__. The construction of a new sports and recreation facility.

The construction of this new facility is identified as a high priority as it is believed that the facility will serve as a gathering place for employees seeking to improve their physical well-being or to attend sports events. The benefits to the student population is addressed by the Task Force on Student Development.

# RECOMMENDATIONS REGARDING MORALE CONT'D

__. The establishment of a human relations position responsible for improvement of labor/management relations on campus.

It is recommended that a human relations position be established. The focus of the position should be post-hiring and include training of supervisors in human relations and effective communication skills, the implementation of reward and recognition programs, coordinating the updating of technical skills campus-wide, etc. This person could also serve as ombudsman for employees. It is recognized that it is difficult to go to ERD with a problem when the person with whom the employee must talk is also a person who might be involved in discipline or grievance processes.

__. OU Community Discount Packages.

The creation of OU community discount packages or "special discounts" for campus events such as basketball games, performances sponsored by the Center for Performing Arts, the Christmas Walk at Meadow Brook Hall, etc. is recommended to improve employee attendance at campus events and to promote the interaction between employees and the student populations. A suggestion is the creation of a single ticket at a set fee which would allow admission at a certain number of events over the course of a term.

__. The establishment of a faculty/staff dining room.

Of those employees interviewed, many indicated the need for a quiet, non-work environment to have their lunch. This space would also provide an opportunity for faculty and staff to interact outside of the normal work environment.

__. Spirit Issues.

Many recommendations and comments were made regarding what we have termed "spirit" issues. All OU staff members should be giving OU pins to wear to work. Students should be issued OU bumper stickers or decals at orientation or with their admit letters.

# THE EFFECT OF MARRIOTT ON MORALE

While the Task Force recognizes that the immediate effect of the Marriott situation is most strongly felt by AFSCME workers, it is clear that the broader questions raised have community-wide implications. The 45 or 50 AFSCME workers under Marriott represent almost one-third of that bargaining unit. Many are long-term employees of Oakland University. The situation in which they find themselves today is a far cry from conditions at the time their employment commenced. Until the situation is brought to closure, concerns about outsourcing and subcontracting will not be put to rest.

When the Task Force invited individuals from the community to speak at the open hearing hoping to spark others to follow, only the Marriott employees had difficulty getting permission to come to the open hearing. Further, their employees were warned to be careful what they said.

Following is a summary of the kinds of comments we heard regarding this troublesome issue:

Marriott is profit-driven with poor quality foodstuffs, condiments and spices. Rabidly anti-union at the corporate level, Marriott cares little for student/staff concerns. They chronically understaff the kitchens and won't approve personal leave or vacation time. OU is a revolving door/training ground for Marriott managers. OU Food Service employees find themselves in the position of training the very people who are trying to get rid of them. OU Food Service employees have been threatened with discipline when they have refused to do thing that violate health codes (such as fishing the cockroach out of the orange juice and continuing to serve from the container). It is a widely held opinion in Food Service, and in other areas that are familiar with the Food Service situation, that OU is willing to do away with an entire group of long term dedicated university employees in order to subsidize Marriott's drive for higher profits. Food Service employees are being replaced by part-time people earning $5 per hour and no benefits. These part-time employees have no connection with or loyalty to the university. The only reason that service and quality has not declined more than it has is because OU Food Service employees have been willing to "blow the whistle" on Marriott.

## RECOMMENDATIONS REGARDING COMMUNICATION

Communication is essential for any organization to achieve its goals as well as to maintain cohesion. At least two steps are involved in even one-way communication. First, that which is to be communicated must be originated, hopefully in a time and succinct manner, crafted carefully so as not to be misunderstood. Skills and the priority of attention are involved for this to be successful. An informed community is a more satisfied community.

However, the communication must be promulgated effectively and quickly to its audience. It is clear in the last year on campus both FAX and electronic mail have become increasingly popular. The next decade will no doubt show even more growth in electronic, multimedia, and video messaging.

The Task Force recommends that Oakland University utilize the technologies it already has in hand. Every faculty, student and staff member is already entitled to computer email accounts. Although there is a paucity of office machines in certain departments, such machines are not necessary, though convenient, to participate in email.

A service that needs to be better understood by the OU community is our electronic "gopher" Wide Area Information Service. By typing "gopher" on an OU machine such as Argo or Vela, the user is connected to a hypertext bulletin board menu on the Internet, a worldwide computer network involving more than 40 countries. Oakland already has this service and provides information (see attached menu) on many services such as the library, computer center, fax numbers, etc., as well as introduction to Oakland. Such information is accessible across the entire planet! There is no reason why such a service can't be widely used for everything from special events and bulletins to "rumor control".

Internet Gopher v0.6 Copyright 1991 Univ. of Minnesota
Root Directory

```
        1.    %% About this Server %%   updated July 28, 1993.
        2.    Access to the Gopher Universe/
        3.    Apple Computer Higher Education Services (apple.com)/
        4.    Applied Anthropology Computer Network/
        5.    Great Lakes Information Service (ftp.cic.net)/
        6.    Information About Gopher (UMN)/
        7.    Merit/MichNet Networking Information (nic.merit.edu)/
        8.    Network Services & Databases/
        9.    OAK Repository Statistics/
        10.   OAK Software Repository (oak.oakland.edu)/
  -->   11.   Oakland University/
        12.   Search WAIS Databases on the Internet/
        13.   WAIS Documentation (think.com)/
```

Internet Gopher v0.6 Copyright 1991 Univ. of Minnesota
Root Directory

```
  -->   1.    Commonly used Campus FAX numbers.
        2.    Computer Center Information/
        3.    Faculty & Staff Electronic Mail Addresses.
        4.    Instruction & Course Materials/
        5.    Introduction to Oakland University.
        6.    Kresge Library/
        7.    Oakland University Computing Policy.
        8.    Office of Training and User Support/
        9.    Placement and Career Services
        10.   Special Campus Events
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# APPENDIX A.

# OBSERVATIONS FROM THE COMMUNITY AT OUR OPEN HEARING

## REGARDING MORALE

Praise is a powerful motivator which is not used often enough.

The implementation of the merit pay system for administrative-professional employees in spite of the absence of AP support for such a system has been a detrimental influence on morale.

The prolonged delay in responding to administrative-professional grievances contributes to poor morale in this group.

Workload.

Employee morale is at an all-time low due to lack of respect for employees. Each member of the campus community should be valued as a unique and important member of the community.

There is no commitment to internal promotion. While the university doesn't hesitate to ask us to try to do more with the resources we have, there appears to be resistance to rewarding hard work and commitment to the institution through promotion. Many talented individuals have left OU because of the lack of upward mobility.

Job descriptions have not been updated for over a decade and do not accurately reflect the work performed today.

The AP professional development fund has apparently vanished without input or explanation.

There is little recognition that students are the primary customer at OU. They deserve top quality service which is accessible at times convenient for them.

There should be more understanding of diversity on this campus and a visible commitment to its importance. Faculty and staff should be

the primary role models demonstrating appropriate behavior and acceptance of racial, ethnic, gender, religious, alternative and physically challenged lifestyle differences which enhance the campus.

This place is boring! Fun, interesting campus-wide activities which would provide opportunities for faculty-staff-student interaction should be planned during both day and evening hours.

The Oakland Center should be a real student-focused center.

We need a new sports and recreation facility with priority given to the OU community, including alumni.

There should be student-faculty-staff nights with free admission or appealing discounts at Meadow Brook Theatre; the Music Festival; Music, Theatre and Dance programs; and SPB events.

Employees should be granted release time enabling them to participate in university sponsored events without having to take personal or vacation time.

All employees should be given OU pins to wear. Institute casual days once a week. Wear OU t-shirt and sweatshirt days, not just black and gold colors.

Supervisors should get to know the people who work for them to facilitate better working relationships. Vice Presidents also need to get to know who's working under them. They need to visit offices and departments for which they are responsible to see the employees in action.

When the university asks for donations from its employees, the employees should get back something tangible in return. At least a personal acknowledgement or thank-you from some one high up.

Start a mentorship program or a "Partnership for a better OU experience" program between staff; between faculty and staff; between students and staff; between faculty and students.

Let's quit OU bashing!

It has been extremely difficulty...to remain so dedicated and committed when there is little or no appreciation for your contribution to this special institution.

Team play is better than individual play.

When any part of the family hurts, we all hurt. Every part of the family is equal.

Remember, having your say is not the same as getting your way.

When Dr. Packard holds the Town Meetings, everyone should go.

Every supervisor needs a "pot of gold", it doesn't need to be cash, with which to reward someone, to let him or her know, "You've done something well!".

We need to strengthen our sense of a common purpose and confidence in the future. There are lots of changes taking place here.

There is no space in the Oakland Center for university activities. The name should be changed back to its original name, the Oakland Student Center.

We need to value rather than devalue our employees. There should be university wide recognition of time served. If an employee is valued enough to be hired back, we should recognize on some level their previous service.

When a new idea is presented, OU tends to look at why it can't work. Let's work with the idea first to see if it's worthy.

Five or six years ago, we had a building coordinator system where a person would work with CF & O to solve problems. The idea was summarily dismissed. Now, in Dodge Hall for example, there is a miserable mess in the computer center. The students see this every day.

AFSCME workers don't feel like part of the community. Labor-management relations have deteriorated. There are so many grievances and we can't get any of them settled on campus. We are forced to go to arbitrations and Unfair Labor Practices. The university is following an archaic and repressive management style. They are attempting to implement a repressive attendance policy. We are trying to negotiate mutually agreeable solutions with no luck. Our suggestions are not listened to.

AFSCME is being held to a higher standard of attendance than any one else on campus. Maybe we should get some applied statistics students to do a rigorous attendance study. What is the truth?

I find the family metaphor quite disturbing. The *Oxford English Dictionary* has, as among its definitions, "...the servants of a household or establishment, the retinue of a noble person...". I prefer community, which implies consenting adults who share consensus. Choice is involved. In a family, there is no choice. There are rules and punishments. Morale is low because the community feels betrayed. We need to feel we are being treated as adults.

I prefer the term community. We should have more activities which promote community spirit, like the Meadow Brook Music Festival picnic. Give all students OU decals at Orientation. Tell them you have to have one to park here. Give out OU pins. Let's recognize our common bonds. We should have an orientation for new faculty and staff to help integrate new members into the community.

There is no place for us to gather at one time. We should have a forum or gathering to bring everyone together.

Food service workers are understaffed and overworked and worried about job security.

Why don't vice presidential positions go to the Freeze Committee?

There is a need for more books and resources in the library for research by faculty and students.

We say we value diversity. We are part of a larger global community. We have over 12,000 students, yet only 120 international students. We should work to expand this number.

There is an increase in morale problems. There is a lot of stress on campus. Jobs are not being filled. Teamwork is nonexistent. We used to work together for OU. Now we seem to pursue self-interest rather than the common good.

There is a lack of pride in the campus. The buildings are not clean or well maintained.

We need more positive thinking.

The MBHEI is under-utilized. Exercise is a great way to lower stress. Physical fitness makes you happy.

Look at the number of employees off with stress-related conditions.

There is no formal grievance process for AP's, although language was submitted three years ago.

We need to have a better understanding of each other as employee groups.

We should talk to others doing our job at other institutions.

## REGARDING COMMUNICATION

There should be a campus-wide computer network so all members of the community can be "plugged in". This could contribute to making Oakland University a paperless community, a positive step from an ecology viewpoint. A committee could be established to coordinate dissemination of information through the network. Their function would be to screen information, and to ensure that there was a reasonable amount of positive information.

The university needs to improve the way it communicates. In the absence of real information, people assume the worst.

Communication at OU tends to be based primarily on rumor and hearsay. No one wishes to speak openly and honestly for fear of repercussions.

We need to improve communication, especially in peripheral areas. We need to share information with our employees.

Departmental phones answered by voice mail are a problem. When you have a student/parent sitting in your office and you can't get a person in another department, it looks bad.

## REGARDING GOVERNANCE

There is no formal mechanism for administrative-professional input to the "cabinet".

There should be a true university senate with representatives elected from all employee groups as well as students. Perhaps even a Board of Trustees member should sit on the senate.

There should be opportunities for open and honest communication with the Board of Trustees, preferably in a casual setting.

There should be a student seat on the Board of Trustees.

I like the fact that we have a University Senate and not a Faculty Senate, which would result in more separation.

Are open meetings of the Board of Trustees just an illusion when they hold important meetings over Spring Break when the students are gone? It seems if the meeting is not important, it's open to the public. If it is important, it's not open.

What is the correlation between what the university does and what it says it will do?

## REGARDING ORGANIZATIONAL EFFECTIVENESS

This is an institution which takes a reactionary approach to problem-solving and crisis intervention rather than a proactive approach.

## REGARDING REWARDS AND RECOGNITION

Employee recognition should be all the time, not once a month or once a year. The committee should select "Employee of the Month" from each employee group so that everyone is eventually honored.

Have employee recognition days held during the work day for all employees to attend. Have student recognition days held at a convenient time for peers, family and friends to attend.

## COMMENTS FROM THE COMMUNITY OTHER THAN AT THE OPEN HEARING

I believe the lack of evaluations after the 90 probationary period for CT's limits our ability to improve ourselves. Further, once you have the "CT" label, it is nearly impossible to become an AP, no matter how good you are. This leaves most employees with the attitude that the only way to advance is to leave OU. What motivation is there to improve if there is no opportunity for advancement? Why do we always hire from the outside and ignore the talent waiting to develop right here?

The faculty is using *Strictly Copies* to put together course pack materials. The Print Shop has more parking spaces, newer equipment and faster turn-around time. We can obtain copyright authority as well as provide good service. The Print Shop can't afford to lose the work. Using campus services helps to strengthen the campus family.

What about retirees? There are no programs to continue involvement at OU after retirement. I'd like to volunteer at Meadow Brook Hall, for example. We need to plan to use this resource in the future.

## APPENDIX B

## CLERICAL/TECHNICAL ISSUES

Clericals feel like second-class citizens, like they aren't a part of "it".

They believe they often lack the equipment/technology with which to do their jobs but their supervisors have "state-of-the-art" equipment.

They believe there is a lack of professional recognition and respect for clerical/technical workers at OU.

Clericals would like a separate dining facility.

## APPENDIX C

## FACULTY ISSUES

## NEGATIVE MORALE COMMENTS

1.  Special Lecturers and part-timers are shamefully exploited.

2.  Buildings are not properly maintained, offices are filthy, they should be cleaned as well as halls.

3.  Very poor library resources.

4.  Stop abusing faculty members by asking them to work so much on various committees only to disregard their work later.

5.  Provide assigned faculty and staff parking areas, open parking system is inefficient.

6.  There is a lack of info sharing between deans and faculty.

7.  Too much concern over "turf" among departments.

8.  The self-importance of the bureaucrats is a source of irritation.

9.  Disparity between the faculty and administration salaries.

10. Eliminate useless administrative positions.

11. There exist an apparent confusion by the present administration concerning the difference between a university and a corporation.

12. The management-employee model with the student as a customer has no place in a University.

13. Closed board meetings show disregard for the campus community.

14. Administration must prove that it is responsive to students and faculty.

15. The assumption nowadays that students don't need to be socialized; that most behaviors are acceptable, i.e., the unchecked rudeness of quite a number of students.

16. Lack of clear definition of what is required for reappointments and tenure. Concern about lack of "uniform" standards in the university.

17. Mentoring for minority and female employees.

18. Convocations sponsored by schools to bring faculty together. Also convocations by the university to promote togetherness and pride in Oakland.

19. University/departments should provide the means for research (i.e. phones, mail, library) without the various restrictions one finds.

20. Introduction of new people should be more substantive not superficial and no conditions should be attached to those introductions (as last time - new person had to be present to be introduced.)

## POSITIVE MORALE COMMENTS

1. High quality of the faculty.

2. Collegial spirit of the faculty.

3. Pleasant, supporting colleagues.

4. Pleasant and thoughtful atmosphere in the departments.

5. Remaining idealism of the faculty.

6. Research is encouraged.

7. Small size.

8. Interesting mix of students.

9. Respectful attitudes toward students by the faculty.

10. Beautiful campus and grounds.

## COMMUNICATION SUGGESTIONS

1. Retreats for faculty, students, administrators and alumni devoted to university issues. More faculty get-togethers.

2. Faculty lounge or center where we can get together informally, to discuss issues or simply to chat.

3. Promotion of interdisciplinary activities, inter-departmental cooperative projects.

4. Make faculty publications - reprints and articles - available through a central office. We might learn what other faculty are interested in and writing about.

5. Continue the lecture series at noon.

6. Get everyone a campus-wide computer.

7. Expand student center and/or recreational facilities.

8. It would enhance communication if commissions, task force committees, etc., would not labor in vain. Incredible people-hours go into production of reports which then are ignored.

9. Unfettered access to chief officers by faculty. Frequent consultation.

10. President's annual report should be widely disseminated so the community knows what is going on at the university.

11. Faculty activities should be widely disseminated especially in the local media. Why? To increase outreach but also to create opportunities for our faculty and staff.

## GOVERNANCE

1.  Assemblies and Senate have advise functions but no power to stop decisions that faculty feel are injurious to the university.

2.  Senate is not a truly faculty body. One needs to exist to deal primarily with academic and programmatic issues.

3.  Clear review procedures for chief officers (President, Deans) that would involve input from faculty instead of the current system which states simply that chairpersons shall be consulted.