

- A. We strongly recommend establishment of the role of Ombudsman on campus. To preserve the purpose of unbiased decision making, we recommend an Ombudsman Panel consisting of:

- One Trustee
- One Administrator
- One Faculty
- One A&P
- One Civil Service
- One Student

(Please note – we have indicated those recommendations BELOW that could be fulfilled by this panel with an \*)

- B. We strongly encourage aggressively moving forward to bring all salaries up to competitive wages. In addition, as new hire salaries are slowly being brought to prevailing wages, employees with years of service to the University are being left behind. We also recommend establishing a merit raise system for employees based on performance (include a check system to exclude “favoritism”).

***SURVEY ANALYSIS RECOMMENDATIONS: IMPLEMENTATION WOULD FULFILL NEIU STRATEGIC PLAN GOALS AND ACTION STEPS:***

**Goal One:** Student Success Item 1.5  
**Goal Four:** Exemplary Faculty and Staff Items 4.1, 4.2, 4.3, 4.4,4.5  
**Goal Five:** Enhanced University Operations Items 5.1, 5.4, 5.5

**1. Increase communication between Administration and Staff:**

- a. Develop a procedure to include all constituencies and an Administrator in the Orientation of New Employees.
- b. \*Develop a whole-university Senate - comprised of elected representatives from each existing Senate or Council - equally, i.e. 2 seats per constituency.
- c. Respond to approved recommendations and implement improvement quickly or provide reasons why quick action is not feasible. Provide a reasonable time line for implementation.
- d. \*Establish a schedule of informal round table meetings between Administration and staff to provide the opportunity to build communication and trust between these entities, as a whole-university invitation to participate in these discussions.

**2. \*Define Shared Governance through a Task Force consisting of representation from all constituencies and Administration. Publish the definition via a permanent and easily accessible link in Portal.**

- a. Encourage Shared Governance to begin at departmental/unit level
- b. Recommend regular department/unit meetings including all constituents with the area. Establish a policy that minutes of these meetings be reviewed by next-level Supervisor. The purpose of these meetings is to improve communication between supervisor and staff, and to discuss and implement ideas to increase productivity and efficiency within the unit.

- c. \*Establish annual meetings between Senior Management and departments/units sans supervisor, to be followed with another meeting including supervisor.

### 3. Resource Allocation

- a. Include representation from all areas directly affected by major changes in procedure and/or policy i.e. deadlines, systems changes, to determine how the change would affect productivity and workflow, before comprising a committee charged with investigation, creation and implementation of the change.
- b. Investigate ways to provide up-to-date work tools to staff i.e. computer upgrades etc. Cost of computer purchase seems disproportionate to retail costs.
- c. Establish a program allowing whole unit interaction with other units in order to increase understanding of workflow between departments and to increase an understanding how deadlines affect work effectiveness. Discussion should include ideas on “how to” streamline procedures.
- d. Change existing policy to allow a training period for a new employee when replacing an expected vacancy (retirement, voluntary termination).
- e. Establish a policy of mandatory supervisor training to include but not limited to cross-training in all positions of staff assigned to the supervisor, customer service, sensitivity, and respect issues.
- f. Establish a “general office” staff pool that can be utilized by units to cover temporary vacancies (vacations/sick leave). Loss of earned vacation time is viewed as punitive as is consistently “denied” vacation leave requests.
- g. \*Revise employee evaluation system to include all staff yearly and performed by supervisor on staff and by staff on supervisor. Develop a system to identify problem areas, address specific causes, and implement course of professional development to improve the situation.

### 4. Physical Facilities

- a. Grounds are beautiful. However, apart from the C Building new CBM, and recently renovated areas, classrooms, offices and, especially, washrooms are filthy.
- b. Common areas, building lobbies, stairwells (including railings) corridors and elevators are left dirty with trash and dried up food/drink spills unattended for days. It is apparent that weekend and night class accidents are unreported. A system of building checks should be established to ensure cleanliness when staff and students arrive weekday mornings, especially on Monday morning.