

**Task Force on the
Climate for Women-
Update of Recommendations Actions**

Recommended for Short-Term Implementation

Recommendations	Status	Key Contact	Planned Actions
Appoint an Associate Vice Chancellor for Climate and a Director of Human Resources.	July 2001 - Sona Andrews appointed Associate Vice Chancellor for Campus Climate; August 2001 - ShaRon Williams appointed Director of Human Resources. December 2005 - Anthony Lemelle appointed as Associate Vice Chancellor for Diversity and Climate to replace Sona Andrews. Search for HR Director under way.	Provost	
Create an implementation task force, include members of the Task Force on Climate to ensure consistency.	July 2002 – Implementation teams established. See http://www3.uwm.edu/Dept/Acad_Aff/climate/implementationteamreports.cfm or a continual update of their work.	Associate Vice Chancellor for Diversity and Climate	Advisory Committee on the Status of Women will be reconstituted in Spring 2006.
Create a task force to examine climate issues for women students at UWM.	September 2001 - Chancellor Zimpher creates Black and Gold Commission to examine climate issues for all students; July 2002 - Commission Report published. Findings and recommendations have been examined by the Curriculum Implementation Team to determine which speak directly to issues for women students. See Curriculum Team Report at http://www3.uwm.edu/Dept/Acad_Aff/climate/curriculum.cfm for updates December 2005 - Continued work to implement the recommendations. Training modules for classroom climate, inclusive curriculum and learning/teaching methods developed by CIPD. Training of faculty and instructional staff is being rolled out.	Provost and Vice Chancellor for Student Affairs	
Present Task Force on Climate Report at new chairs training and chairs' retreat in August and have chairs develop specific goals for improving climate within units, and plans for accountability related to change and measuring success.	August 2001 - Associate Vice Chancellor Andrews presents the Task Force Report at the Department Chair retreat. Chairs were asked to identify strategies to find out about the climate in their units. Department chairs reported that climate was one of their top priorities for the year. Chairs have been sharing information throughout the year to improve the climate in their department; August 2002 – Information requested of all Department Chairs on progress made, lessons learned, and plans; August 2002 – Discussion at Department Chair Retreat on follow-up and a systematic way of ensuring an ongoing process is in place for measuring change and identifying issues.	Associate Vice Chancellor for Diversity and Climate	Provost requested reports from all Deans on progress made in June 2005. Reports will be requested in 2006 from all Deans and Vice Chancellors. Advisory Committee will be charged with reviewing the progress and identifying issues.
Present Task Force on Climate Report at deans' retreat, and have deans develop specific strategies to address climate change within units and plans for accountability related to change and measuring success.	August 2001 - Task Force Report presented at the Dean's retreat by Deans Greenstreet and Lambrecht. Throughout the year the Provost's Office has been working with individual schools and colleges to develop plans for improving campus climate; <i>Scheduled</i> – Reports requested of all Deans and Vice Chancellors on progress made; August/September 2002 – Discussion at Dean's Retreat (or ADC meeting) on follow-up and a systematic way of ensuring an ongoing process is in place for measuring change and identifying issues.	Associate Vice Chancellor for Diversity and Climate	Provost continues to work with Deans and Vice Chancellors on climate improvement.
Identify an ombudsperson in each unit, to report to an Equity Council (to be created). Identify an ombudsperson for entire campus.	December 2005 - Proposal for campus ombuds program presented to the Chancellor's Council on Inclusion. The implementation team for the Ombuds program will oversee the start of the program this year.	Associate Vice Chancellor - Personnel	<i>Proposal in development stage for structure and functions of council and ombudspersons.</i>
Hold a reception for new women faculty and staff.	November 2001 - With the assistance of the UWM Wisconsin Women in Higher Education Leadership (WWHEL), Provost's Office hosted a reception for new women faculty and academic staff members; Continue event on an annual basis	Associate Vice Chancellor - Personnel	Receptions for new faculty and staff continue to be held each fall in collaboration with WWHEL
Increase workplace flexibility for employees to take advantage of summer programs on campus for their children (e.g., increase hours of supervision of children in College for Kids to involve custodial staff).		Associate Vice Chancellor - Personnel	<i>Action to be determined</i>

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Develop a handbook on family -friendly workplace policies.	Spring 2003 - Work/Life Implementation Team has created work/life brochure available at www.uwm.edu/Dept/HR/worklife.html ; Fall 2002 - HR has designated a Work/Life Resource contact person.	Associate Vice Chancellor - Personnel	Handbook to be updated
Identify timeline for notification of processes related to requests for reclassification for classified staff.	Summer/Fall 2001 Human Resources implements changes resulting in better notification and decreased processing time for reclassifications. Average time to complete reclass 1999-2000 – 4.23 months 2000-2001 – 4.21 months 2001–current – 1.64 months	Associate Vice Chancellor - Personnel	Average time in 2005 to be evaluated.
Devote an ongoing section of the UWM Report to highlight positive changes in the climate at UWM.	Update to appear in October UWM Report and continues on a regular basis.	Associate Vice Chancellor for Diversity and Climate	Column will be reconstituted.
Develop a university honor code system based on the one established by the School of Architecture and Urban Planning.	<i>Recruitment/Accountability Implementation Team working on a statement and adoption of Core Values.</i>	Associate Vice Chancellor for Diversity and Climate	Advisory Committee on the Status of Women will address core values statement/honor code system
Ensure that exit interviews are conducted and that information related to climate is transmitted to Associate Vice Chancellor for Climate.	September 2001 - Office of Equity/Diversity Services (E/DS) redesigns exit survey form sent to all departing and transferring employees. The E/DS office now enters exit survey and interview data into a database and produces an annual composite report in December. Every dean, director and vice chancellor received a copy of the report, which included exit data for their unit in comparison to the campus as a whole. Reports will continue to be done on an annual basis; Fall 2002 - Administration of exit surveys/interviews moved to HR.	Associate Vice Chancellor - Personnel	Exit interview system to be evaluated and mechanisms put in place to encourage more participation and collection/evaluation of findings.
Ensure that annual evaluations are conducted for all staff; supervisor evaluations include feedback from staff.	August 2001 - Human Resources identifies, over 300 classified employees whose supervisors had not submitted a current annual evaluation. Letters were sent to each supervisor on the list. Over 125 of the evaluations were completed from mid-August to mid-September. In late September 2001 deans, vice chancellors and unit personnel representatives received an updated list of supervisors in their units who had not submitted annual classified employee evaluations. The list also included the last time the employee's position description was updated. As of December 2001, a small number of outstanding evaluations remained; Human Resources, on an annual basis, are sending notifications to supervisors who are delinquent in completing classified employee evaluations; Spring/Summer 2002 - Unclassified evaluation forms redesigned HR, formalizing the training program and workshops for evaluation; <i>2002-03</i> – Implementation team working on potential use of 360 evaluation models.	Associate Vice Chancellor - Personnel	Annual evaluation system strengthened to encourage greater compliance. Advisory Committee to address the potential use of 360 evaluation models.

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<p>Centralize resources for recruitment, and train all search committees on how to recruit a diverse workforce.</p>	<p>Fall 2001 – Provost’s Office (with assistance from Human Resources, Legal Affairs, the Office of Equity/Diversity Services and the Secretary of the University Office) creates a Recruitment Guide for faculty and academic staff. The 74-page Guide describes all facets of the search process and includes procedures, legal issues, helpful hints, FAQs, and forms. Copies of the Guide and an accompanying video were given to all department chairs, deans, associate deans, vice chancellors, unit personnel representative and chairs of search and screen committees. In total, over 250 copies of the Guide were distributed; October and November 2001 - Recruitment workshops held for department chairs, unit personnel representatives and members of search and screen committees; September 2002 – Annual update to Recruitment Guide, workshops for offered to search and screen committees. 2005 - Training sessions held for Search Committees for faculty positions on strategies for active recruitment and for overcoming unconscious bias and assumptions. The sessions will be held with all search committees in future. Recruitment guide being updated to include information on increasing div</p>	<p>Associate Vice Chancellor - Personnel</p>	<p>Training on bias in recruiting and proactive strategies initiated in Fall 2005. Recruitment guide to be updated in 2006.</p>

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Recommended for Long-Term Implementation			
Recommendations	Status	Key Contact	Planned Actions
Create a system of checks and balances to ensure that when policies are not enforced, it is noted and corrected quickly. Administrators must be held accountable for upholding the policies and procedures of the university, and evaluated accordingly.	June/August 2001 - Chancellor holds a campus leadership retreat for all deans, vice chancellors and associate vice chancellors to discuss issues of accountability; November 2001 - Provost provides each dean with a written performance evaluation, which includes accountability measures.	Chancellor and Provost	Provost provides each dean with a written performance evaluation
Develop and implement systematic and multiple avenues for employees and students to file formal and informal complaints. Create systems of accountability for individuals charged with addressing complaints and grievances.	Fall 2001 - Associate Vice Chancellor for Campus Climate, E/DS, Dean of Students, Secretary of the University and Legal Affairs discuss how UWM can improve communication with students and employees regarding the various avenues for addressing complaints and grievances; <i>Scheduled</i> - Brochure describing grievance and complaint options available to students and employees; <i>Scheduled</i> - Reporting mechanisms developed to ensure follow - through on complaints	Associate Vice Chancellor for Diversity and Climate	Grievance and complaint options will be communicated as part of the Ombuds program and the new S-47 Discriminatory Policy.
Evaluate supervisors and administrators on recruitment and retention of a diverse work force and on developing an equitable climate.	<i>Scheduled</i> - Compile recruitment/retention data for prior academic year and make available to supervisors and administrators.	Associate Vice Chancellor - Personnel	Data on gender and race of new hires shared with the campus annually.
Evaluate search committees on the success of their efforts to recruit a diverse pool.	Annual information on women faculty hires are provided to Schools and Colleges. Recruitment data for hires from 8/20/2001 – 8/19/2002 show that 43% of the faculty hires were women.	Associate Vice Chancellor - Personnel	Data on gender and race of new hires shared with the campus annually.
Ensure that professional development opportunities are systematic, consistent, and open to all. Ensure that mentoring is provided to all faculty and staff, and the activities associated with mentoring and professional development are rewarded.	January 2002 – Provost's Office provides resources to create an Academic Staff Mentoring Program. The UWM Mentoring Office is expanded to include the Academic Staff Mentoring Program (ASMP) and the existing Faculty Mentoring Program (FMP). The ASMP and FMP have increased programming and jointly sponsor workshops and other development opportunities for staff and faculty members; Spring 2003 - Audit and review of campus-level professional development opportunities resulting in changes to programs and participation levels.	Associate Vice Chancellor - Personnel	Academic Staff mentoring program is ongoing. Members of the Classified Staff implementing a similar mentoring program in 2006.
Evaluate salary equity across gender, race, and employment category, and evaluate compression in salary.	Spring 2003 – Affirmative Action in Faculty Employment committee reviewing faculty salary equity data to determine if a more detailed study needs to be conducted.	Associate Vice Chancellor - Personnel	Significant analyses were conducted in Fall 2005 as part of an OCFPP audit. Data shared with Deans and Personnel Reprs.
Ensure that the high-quality UWM Child Care Center is available and designed to meet the needs of employees, including a sliding fee scale and extended hours of operation. (Provost)	UWM Child Care Center with a range of programs. <i>Work/Life Implementation Team working on these issues.</i>	Provost	Action to be determined
Conduct a diversity audit to assess gender and race differences in promotion, compensation and turnover.	<i>Scheduled 2002-03</i>	Associate Vice Chancellor - Personnel	Action to be determined

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SPECIFIC ACTIONS NOT LISTED AS RECOMMENDATIONS			
Action	Status	Key Contact	Planned Actions
Human Resources Redesign	July 2001 - Reporting for the Department of Human Resources moves to Associate Vice Chancellor for Campus Climate; December 2001 - HR Director initiates a unit -wide redesign to provide better services to the campus. Examples include: merger of the classified and unclassified areas into one unit, Web site redesign for easier use, and availability of on-line standard reports; Spring 2002 - Human Resources enhances its supervisory inservice programs and workshop offerings. Examples of offerings include position description writing, employee discipline and investigation, performance standards and performance evaluation development.; Scheduled - Human Resources, in cooperation with Legal Affairs, will initiate inservice workshops on legal issues related to personnel matters. Topics will include Family Medical Leave Act, contracts, and investigations.	Associate Vice Chancellor - Personnel	New HR Director hired in 2006.
Equity/Diversity Services	July 2001 - Reporting for E/DS moved to Associate Vice Chancellor for Campus Climate; Summer 2001 - Staffing changes made and E/DS Office moved to Mitchell Hall to improve accessibility to the office and its resources; Fall 2001 – Revision of intake forms, exit interview forms, investigation procedures and review of Discriminatory Conduct Policy; October 2001 - National search initiated for the E/DS Director; April 2002 - Mr. Anthony Hightower appointed E/DS Director and will join UWM in June 2002; Summer 2002 - Propose changes to Discriminatory Conduct Policy; Scheduled - Bring office staffing level up to 100%; Fall 2002 - Commence diversity education initiatives.	Associate Vice Chancellor for Diversity and Climate	Recruitment for a new EDS Director will take place in 2006.
Events	Fall 2001/Spring 2002 - In conjunction with the Academic Staff Climate Subcommittee, the mentoring programs and other campus units, Provost's Office co hosts a number of events to improve campus climate. Including workshop on the Pay Plan and forum on "Best Places to Work."; March 2002 - Provost and Associate Vice Chancellor for Campus Climate initiate annual event to invite all faculty and academic staff members celebrating their one-year anniversary as a UWM employee to a Brown Bag on Campus Climate to thank individuals for their contributions to UWM, celebrate their first-year anniversary, share experiences, and provide ideas on how the campus can improve the first-year experience for its employees; 2002-03 - Continue ongoing programs/events, such as workshop and forums on academic civility and work-life balance	Associate Vice Chancellor for Diversity and Climate	Action to be determined

Items in bold completed at time of report (April 2003). Updated in 2006.

Items in italics not completed at time of report (April 2003)