1. What is the “BP2W” program and why was it started?

The phrase “Best Place to Work” is found in our Chancellor’s and campus’ vision statement: “UWM will be a top-tier research university that is a best place to learn and work for students, faculty and staff and a driver of sustainable prosperity.” Starting with this phrase, an initial goal was to identify the campus priorities to address that would result in UWM becoming a best place to work. This work began with our Chancellor and Provost both being concerned with the quality of life that we have at work. They both recognized that to fulfill our research, education, and access goals, we need to address climate issues on multiple levels—the central aspects of climate (how easy are we to work with—policies, rules, procedures) and the “local climate,” meaning the relations we have with our campus colleagues.

2. What are BP2W’s specific goals and what progress has been made so far?

Changing UWM’s climate is at the heart of the BP2W program. To accomplish that overall goal, we formed a number of Action & Leadership teams that create and implement plans to address high priority climate areas and hot spots. In turn, these teams have been working hard to deliver in concrete, high impact ways that help make UWM a better place to work and learn. We’ve made significant progress on each of our selected initiatives, but we still have ways to go. For recent examples, please see the
BP2W Update (Fall 2013 Newsletter, at end of this document). Ultimately, while we know that there are many factors that we can’t control, we strive to improve our work and learning climate in short term, quick win types of areas as well as more substantively, addressing change in meaningful, positive ways.

3. What’s in BP2W for me: Why should I care?

This is an understandable question and some might even be more provocative by saying, “why bother?” Answering this most directly, we will not achieve our vision of becoming a top-tier research university if we aren’t concerned with our climate. Employees are less likely to engage and remain in environments where they aren’t valued and enjoying their work—their colleagues, their supervisor, and their surroundings. We also believe that if we don’t exert efforts to make a difference—if we disregard the effects of climate and culture, thinking there’s little that we can do—we are both ignoring a key factor that determines how engaged we all are at work and shirking a collective responsibility—and opportunity—to enhance our work environment where we spend a majority of our time. As examples, we see faculty and staff in the College of Nursing enacting powerful, positive differences in their climate; staff in Finance & Administrative Affairs showcasing their accomplishments and pride; Student Affairs highlighting their STARS (Staff that Achieve Results), and many other examples of people making UWM a positive place to be.

4. Is it possible to make UWM a BP2W with the budgetary challenges we face and the history of furloughs and insurance costs for employees?

We believe so. There are more challenges facing higher education than ever before, many of which have impacted adversely our employees’ stress, uncertainty, and financial circumstances. These are not easy times, which makes our work all the more important. The alternative, we believe, is to abdicate an important leadership responsibility, which is to stand up for the welfare and concern of our greatest resource—our people. We can’t directly control the state’s support for higher education, but we can effect change in the priority areas identified. In particular, how we develop plans, promote actions, and seek, where possible, to make no- to low-cost and high impact positive climate change is the central thrust that we seek to achieve.

5. How were the top priorities identified?

We drew from numerous campus retreats, past UWM surveys, climate task force recommendations, and other UWM documents to consider the large array of climate issues. During the course of our examination, we decided to use the Chronicle of Higher
Education’s taxonomy for organizing the key climate categories. Under these four categorical headings (listed below), we uncovered more than 100 different climate areas relevant to UWM, which we narrowed down using group decision making techniques to a smaller number of high priority initiatives. These priorities are listed below, with the ten highlighted initiatives selected for action planning:

I. **LEADERSHIP INITIATIVES**
   1. Professional Leadership Development Across Campus
   2. Improved communication, within and across units (face to face, e-mail, and other forums) in general and specifically relating to search and screen processes.

II. **CAREER INITIATIVES**
   1. Consistent new employee welcoming (on boarding) and recruiting protocol. This would include how we welcome faculty, staff, graduate assistants, administration, and all other employees.
   2. Faculty and Staff Career Paths
   3. Best teaching practices training, reaching a wide audience of faculty, teaching academic staff and teaching assistants. Note: UWM’s Digital Futures work will also be addressing this initiative.
   4. Hotspot: Concerns over job security and communication (of relevant information) with all employees.

III. **WORKPLACE INITIATIVES**
   1. Code of Conduct and Anti-Bullying and Cyberbullying Policy
   2. Complaint Assistance
   3. Conflict Resolution: Campus Resources & Procedures
   4. Discuss and practice diversity, campus-wide in a proactive, deliberate manner.
   5. Employee friendly Workplace: Improving Stress Levels & Wellbeing
   6. Employee Friendly Workplace: Flexible Schedule/FMLA
   7. Employee Friendly Workplace: Compensation and Benefits
   8. The Advancement of UWM Climate Initiatives: Parking
   9. Developing UWM’s main campus identity as a core ingredient.

IV. **REWARDS INITIATIVES**
   1. Revamp merit procedures to allocate merit where it is truly warranted.
   2. Recognition and Awards Initiative
   3. Recognition for teaching load and all work, not just classes taught.

   We have subsequently added the Gems initiative and BP2W Quick Wins and BP2W Champion teams, and broadened the BP2W impact areas to involve each school, college, and division—as described elsewhere in FAQs.
6. **Overall, how is the BP2W work organized and structured?**

First, there is a Coordinating Team which is responsible for *general planning, prioritization and oversight* during bi-weekly meetings (in the first year) and now monthly meetings. This group provides a forum for the team liaisons to communicate with other teams and coordinates campus climate work (including identifying resources and point people for initiatives).

Next, the Action & Leadership Teams are comprised of faculty and staff who develop *specific plans, implement, and/or own* the climate initiatives and climate work occurring in their areas. Beyond the work done in smaller groups on specific initiatives, this group meets as a whole—with the Coordinating Team and others—approximately once per semester for progress reports and updates.

We also have a Steering Committee, which includes the Chancellor, Provost, Vice Chancellor Prince, and Interim Vice Chancellor Van Harpen, which meets with the groups during the BP2W All Teams meeting each semester. The Chancellor’s Designee for Strategic Planning and Campus Climate, Mark Mone, meets regularly with the Steering Committee, Coordinating Team, and Action and Leadership Teams, as well as serves as a liaison with the Deans and Vice Chancellors for their BP2W initiatives.

7. **Who are on the Action & Leadership Teams and what do they do?**

We have faculty and staff volunteer committees organized into Action & Leadership teams for each of the highlighted topics listed in FAQ # 6. The action plans use a common template, with these elements:

- Specific goals
- Actions to be taken and timelines for implementation
- Measures and metrics for assessment progress
- Accountability, i.e. who does what
- Team members

8. **What else is needed, beyond the initiatives underway, to make a larger difference in UWM’s climate?**

We have made a promising start, but there is much to do. The efforts of our BP2W Action and Leadership teams, per the above descriptions, have addressed specific, campus-wide initiatives. In addition, there are two major areas that have been, and will be, further undertaken:
A. Leadership Engagement
The intent of this program is to further encourage each school, college and division to enhance their climate through work that is tailored to each area and meets the local unit’s needs. BP2W Leadership Engagement has now been rolled out at both the Chancellor’s Executive Staff (Vice Chancellors) and the Deans’ levels. This process supplements the work being done in our BP2W initiatives by asking Vice Chancellors and Deans to do three things:

1. Recognize the ongoing valuable climate activities that occur in each of their respective units.
2. Establish goals and activities that can be of further value, perhaps by developing an assigned team of faculty and staff to work on unit- or division-specific plans and actions.
3. Have the directors and leaders in each area do the same so that there are cascading effects or actions throughout the campus.

The Vice Chancellors and Deans have been sharing their plans for their respective areas this fall and will report on progress in the spring.

B. Climate Thought Leadership
To help share ways to improve our climate, one to two times annually we plan on bringing in nationally recognized experts in the Best Places to Work, Employee Engagement, and Workplace Climate areas. One leading expert we are exploring a visit with is Dr. Amy Lyman, Co-Founder of the Great Place to Work Institute and the Fortune Best Places to Work list. Amy has extensive university and business experience and represents the type of resource expert who can help inform and evaluate our climate journey.

9. How is the present BP2W body of work different from past climate work at UWM?

We view our work as building on the shoulders of giants. There have been many task forces and committees, several of which have been sponsored by past senior administrations. While those past groups offered suggestions and made recommendations, what we contribute is a bias toward action, and a commitment to seeing our actions implemented and making a difference. Again, please see the latest update that demonstrates a number of our actions and impact areas undertaken to make UWM a Best Place to Work. We have learned that this work is not easy, it takes much longer than anticipated to see things all the way through, and that we cannot succeed in making a difference, for the better, unless we draw from the cumulative efforts of our faculty and staff, and aim them at promoting a positive, engaging climate.
10. How will we know if we are making progress on BP2W?

This is one of the more difficult aspects of our work. In the long run, we will see the impact in our retention of talented employees and quality of work measures. We know that climate change at the campus level is going to take a long period—many years—and we will be undertaking surveys, focus groups, and assessing the impact of our work in our initiatives as we proceed. But we cannot be successful unless everyone contributes to creating a flourishing, engaging climate.

11. Is our senior leadership really committed to this work and making campus a BP2W?

If measuring BP2W progress is the most difficult aspect, then gauging our senior leadership’s dedication to it is the easiest. Our Chancellor and Provost are personally committed to this undertaking and have committed their time and efforts in substantial ways. In their day-to-day work, all of our senior leaders make decisions about compensation, full employment, and other resource decisions with improving campus climate at the forefront of their decision-making. They also look to place people in key campus leadership positions with values and behaviors that are consistent with UWM’s vision—one that all our governance groups endorsed—to improve UWM’s climate. Just as important, our Chancellor and Provost charged Vice Chancellor Joan Prince with being the executive sponsor and appointed a Chancellor’s Designee with direct responsibilities for campus climate; and asked Interim Vice Chancellor Robin Van Harpen to be part of the Steering Committee to help oversee the BP2W work.

12. Beyond senior leadership, who should be credited and recognized for the BP2W work, thus far?

Again, an easy question: Our Action and Leadership Teams—along with the Coordinating Team liaison members—really get the credit. Action & Leadership team members develop and implement plans for all the activities you’ve been hearing about and can view on this website. They review and act on the Quick Win suggestions, put together all the details to enable hundreds of our colleagues to participate in Walk Challenges, Zumba, Yoga and other activities, put in place a campus-wide code of conduct and support it with a revised office of conflict resolution and Ombuds function. They have also promoted supervisory and leadership development of staff that will impact the quality of supervision and campus leadership.

13. How can I get involved?

As we’ve learned from this experience, a great climate doesn’t just happen, but relies on the goodwill, passion and active involvement of a number of our colleagues working on
the types of activities described in these FAQs. If you would like to make a positive difference in our climate, please consider the following opportunities:

1. Think about the areas that you would like to see improved at UWM and offer ideas to your colleagues or supervisor for implementing them. If you are strongly committed to the idea, take the lead on helping to implement the idea.

2. If those ideas are for a positive enhancement outside of your immediate area—and they can be implemented quickly and at a low cost—consider proposing them as a Quick Win on our BP2W website (http://www4.uwm.edu/bestplacetowork/).

3. If you have a colleague who is faculty, staff, or student employee who has a strong track record of making your work a much better place to be, consider nominating them as a BP2W Champion on our website (http://www4.uwm.edu/bestplacetowork/). The recipients are visited by the Chancellor and given a personal letter of thanks and a lapel pin identifying that person as a BP2W Champion. The Champions are recognized at the Chancellor’s Plenaries.

4. If you would like to join one of the many initiatives underway or would like to help advance the new work that we will be undertaking, please let Mark Mone (mone@uwm.edu) or Helaine Hickson (helaine@uwm.edu) know. We are currently refining our list of activities and welcome new participants.

5. Review the BP2W website for work underway, extensive resources on climate actions that can be taken, or models of other organizations’ efforts at improving their climate.

6. If you have other ideas or suggestions for making UWM a better place to be, please let Mark or Helaine know.
BP2W: Working Together to Make a Difference Fall 2013 Newsletter

In this Newsletter, you can read about recently completed climate activities, current events, and actions that are being planned. We have remarkable people who make these things happen every day at UWM, and we encourage you to join us as we seek to make UWM a better place to be. Toward the end of this Newsletter you’ll find numerous ways you can become involved. Featured in this issue:

- Mark’s Reflections on UWM’s Climate Journey
- BP2W Champions Recognized
- Quick Wins Implemented
- Facilities Planning & Management Summer Picnic Lunch
- Bike Night news
- Parking & Transit Website Options update
- Code of Conduct Advances
- UWM Community Gardens and Hoop House planned
- Life Matters—UWM’s new Employee Assistance Program
- Fall Wellness Courses
- Chronicle of Higher Ed Survey Results
- UWM HR Supervisory Training courses being scheduled
- Website Update
- Climate Thought Leadership
- BP2W Leadership Engagement
- Links to Relevant Articles and Blogs
- Getting Involved with BP2W

Mark’s Reflections on UWM’s Climate Journey

There has been a whirlwind of activity with many highly dedicated employees doing the heavy lifting to get our BP2W initiatives launched. We have a strong track record of moving climate actions forward. I won’t recount all the strides made, but encourage readers to review this and past newsletters, considering Quick Wins implemented, Code of Conduct rolling out, Supervisory Skills Training being scheduled, Conflict Resolution and Ombuds office being re-constituted, Where Do I Go If website established and other resources made available. Over the past two years, our experiences have led to conclusions that might be useful to reflect on briefly:

1. **Climate means different things to different people.** For some, it’s the physical condition of the space we occupy: paint, temperature, proximity to fellow employees. For some, it’s how we work with others: collegial, supportive, and caring vs. bullying, abrasive, or disrespectful. Yet for others, it’s what we do and the resources to support our activities: research or teaching facilities, health and wellness classes, financial or other benefits, etc. In our lean, budget-constrained environment, we can’t invest a lot in climate initiatives—but must still undertake efforts to have positive impact and provide at least limited resources in areas of great need.

2. **Climate change isn’t easy, and it takes a lot of time.** Perhaps because of the multifaceted nature of climate, varying priorities, and budgetary implications, it’s easier to discuss, plan, and set goals than it is to actually take action and pursue climate change. College of Nursing Dean Sally Lundeen explains that the climate initiatives that began in Nursing weren’t embraced by all faculty and staff when they began them over six years ago. However, by persisting with their
efforts, having a faculty and staff committee pressing forward with activities that support a positive, engaging workplace, they now enjoy an atmosphere that attracts, develops and retains key employees – while moving into the 95th percentile of Nursing schools nationally.

3. **Climate is local; climate is global.** In other words, there are things we can do to affect our overall work environment (e.g., the central initiatives covered in this and other Newsletters). But, arguably, the most important aspect of climate is where we work every day, our close colleagues, our bosses, students, and community members with whom we interact each and every day. In that spirit, we make the climate—how we treat each other, how others treat us. If you have the pleasure to work with upbeat, positive, engaged colleagues or the misfortune of working with Eeyore or Grumpy, you know what I mean. This is one of the reasons why we are instituting the BP2W Working Together to Make a Difference Leadership Engagement initiative, such that each School, College, and Division will take on their own, local climate-related goals, plans, and actions.

4. **Our climate is too important to ignore.** Not only is becoming a Best Place to Learn and Work a core part of our vision—one that was universally endorsed by our governance groups and the campus—it represents the foundational underpinnings of what will enable us to become a top-tier research institution that provides access for education. Although there are many elements that are out of our control, it’s in all of our interests to influence what and where we can to make a positive difference and make UWM a Best Place to Learn and Work—which is a call for action.

5. **We can’t get there alone.** While climate change starts at the top and is embedded in our commonly held values, sustained change is not accomplished alone, nor is it done solely from the top, middle or bottom. In this context, UWM is fortunate to have a wealth of passionate, committed people and senior leaders who believe in and advance the cause. It is humbling to work with so many people—our great colleagues—who go above and beyond in their desire to make UWM a better place to work.

These reflections might prove helpful as we look at the future. Indeed, despite the numerous, positive steps and our momentum, there remains much work to be done. Recent budget challenges impact employees’ income and morale and the campus faces a daunting future: enrollment concerns, competitive pressures, and uncertainty about the role of higher education. In this context, it is important to know that our Chancellor, Provost, and other members of the campus leadership team are strongly committed to creating a strong UWM and reinforcing our vision, which is to become a top-tier research university that is a best place to learn and work for students, faculty and staff and a driver of sustainable prosperity. To this end, I am committed and am optimistic that with all of the highly talented, caring employees, and our strong leadership, we will address emerging issues and create a strong, vibrant UWM. I look forward to working with you.

**Recently Completed Activities**

**BP2W Champions Recognized—and call for further nominations**

This summer three colleagues were recognized as workplace Champions. While there were many superb nominations, our committee viewed the nominations for these three individuals as highly meritorious, with a few (of the many) supporting comments from the Champions’ colleagues noted as follows:

**Marcia Gabriel, Outreach Specialist, School of Continuing Education:** One of Marcia’s nominators indicated that, “Marcia is a true leader in innovation. Her unique tactics for outreach and marketing have become the model for many other centers in our school….she influences us to enjoy the spirit of being an
entrepreneur and longing to seek cutting edge solutions to make our business flourish.” “She goes out of her way to do nice things for others (such as buying a coworker a coffee for no reason)…” Another nominator noted that she “…wish(es) I could clone Marcia. She is a hard worker, an ambassador for SCE and our programming, a professional, and just an all-around nice and genuine person. I know that I can count on Marcia to help with school-wide initiatives and her area's numbers speak to her dedication to her work.”

**Mike Marzion, Chief, UWM Police Department**, according to his nominator, “…comes to work early every day with a smile on his face greeting all. He has a great, positive can do attitude and will always ask how we can rather than why we can’t. He takes special interest in individuals, making them feel valued and important. He championed a new awards program that recognizes members for distinguished service, providing them with a certificate and a uniform ribbon that they can proudly wear to display their accomplishments. He introduced innovative and flexible scheduling that maintains police staffing for campus, but maximizes the time officers can have away from work.”

**Ruth Schwertfeger, Professor**, is described by her nominator as “one of the most devoted teachers I have ever encountered. She believes strongly in our UWM students, understands the struggles they face and sympathizes with them greatly. However, she also demands their best and is willing to work with them—in and out of class—to reach the level of excellence she knows they can achieve. Her students respond to her humanity and her belief in their intellect and she does indeed get them to achieve their best.” Her nominator goes on to say that Ruth does the same with her colleagues: “She is fair, listens and is always willing to help, whether that means taking on more administrative duties, helping a junior faculty revise a manuscript or simply just lending an ear to a colleagues who needs support.”

**Mary McCoy**

A few of the many supportive comments that were shared include: “She is amazing and her dedication to the school is unparalleled. Once, when we were hosting a delegation from China (which Mary helped organize with only a week's notice) I came in on the Saturday after Thanksgiving to find Mary working away on Curriculum Committee business! She is truly a caring, compassionate, and collegial person who characterizes the kind of respectfulness we hope to foster on our campus. She always takes time to listen, even though her to-do list is longer than anybody’s.

**Cheri Dziekan Chapman**

While there are many examples, some of the remarks include: “Cheri has unequalled energy that she brings to work with her every day, and reduces the stress level with her humor, generosity, playfulness, and honesty. She does this at the same time that she practices excellence, with an extremely high level of quality, service and ethics. Cheri gives great support and encouragement, helps us laugh when we feel overwhelmed, makes us feel like family, and encourages her colleagues to do the same. We are lucky to have her on this campus.”

These individuals are among many of our great colleagues who exemplify our theme of working together to make a difference. We encourage you to consider nominating a colleague on our BP2W website for
their contributions to a positive, engaging, work environment.

**Quick Wins Implemented—and call for more suggestions**

We continue to receive, review, and, where possible, implement the Quick Win suggestions. We have received over 40 suggestions, with some of the recent ones implemented or being implemented including:

- New picnic tables located between Engelmann & Cunningham Halls and at the Zilber School of Public Health
- Additional bicycle racks located in numerous areas across campus
- Showers identified in numerous locations for bicyclists, joggers, and others wanting them—with Mitchell Hall currently available and at least three other locations to be in use later this year
- Repainting and updating restrooms, and converting restrooms to gender neutral
- Bike repair fix-it station in front of the Union building
- On-line trouble calls and work order form submission arriving later this year

These are just some of the Quick Wins that are underway. We encourage you to visit the BP2W website and offer your suggestions for how we can continue to identify areas to improve UWM.

**Facilities Planning & Management Summer Picnic Lunch**

While there were probably many employee picnics and gatherings this summer, a notable one was held at the UWM USRB Parking lot on June 13. An estimated 225 Facilities Planning and Management (FPM) employees were hosted by Geoff Hurtado and his team of FPM Directors who not only financially supported this event but showed off their cooking skills to the delight of many. As shown in the pictures, the team spirit, camaraderie, and great time at the FPM picnic are very positive workplace directions. [Link to pictures]

**Bike Night**

Many of our colleagues and friends enjoyed UWM Bike Night, on August 15th where participants met at UWM’s Golda Meir Library and rode their bikes down to the Lakefront. Riders could choose between (or both!) Irish Fest 2013 or New Belgium's Clips Beer & Film tour for a refreshing drink and Thursday night entertainment. There was food and beverage from Cafe Hollander, a film at Veterans Park, and the event supported the Wisconsin Bike Federation. This and other biking events led by our Bicycle Advisory Task Force and Chief Sustainability Officer Kate Nelson all work together to increase use, safety, and awareness of bicycling options on campus. Look for future bike options with UWM in discussions with BikeShare to have our campus listed as one of 23 locations in the Milwaukee area, similar to the successful program in Madison and other great bicycling cities.

**Parking and Transit Options**

A transit options page has been added to the university’s Parking and Transit website, outlining passes for students, faculty and staff, as well as parking options, bicycling and walking options for the UWM community. BP2W has been working with the BAT (Bicycle Advisory Taskforce) force to create a
bicycling website that will provide a single resource for all of UWM’s bicycle-related programs and updates. The link is currently accessible on Parking and Transit’s “Transit Options” page.

Current Activities

Code of Conduct Advances

Our Code of Conduct and Anti-Bullying Action and Leadership Team have been working on the communications plan this summer for our new Code of Conduct. The Code was approved by the Faculty Senate, Academic Staff Senate, and Classified Staff Council and is now found on the Secretary of the University’s website, the HR website and will be conveyed throughout the campus in coming months. We think this Code is foundational for creating an environment that is respectful and positive, a climate that will attract, motivate and retain our talented employees. Please see the Code of Conduct at: https://www4.uwm.edu/secu/docs/other/S_65_Code_of_Conduct.pdf

UWM Community Gardens and Hoop House

Bonnie Halvorsen, Project & Outreach Director for UWM Urban Agriculture & Nutrition, shared that UWM has two community gardens on campus where people can grow their own food and even “pick their own lunch” without leaving campus. There is now going to be a “hoop house” (aka greenhouse) for composting and fundraising is underway to build a second and third hoop house for indoor growing. Please contact Bonnie for more information or involvement with UWM Community Gardens (halvors3@uwm.edu).

LifeMatters: UWM’s New Employee Assistance Program

The UWM Human Resources Department and the Chancellor's Advisory Committee on Mental Health has introduced a new Employee Assistance Provider called LifeMatters, which offers UWM employees a new range of services and informational outlets designed to improve work/life management opportunities. Among these new services are counseling for personal and work-related issues (stress, family issues, chemical dependency etc.), legal consultations, personal financial consultations, both child and elder care referrals, and referrals for pet care, education, travel services, and health clubs. In addition, LifeMatters is putting on a very timely, no-cost Brown Bag Series this Fall, with lunch sessions on Stress or Success, Life Balance, Holiday Stress, and the Sleep-Stress Correlation, as well as LifeMatters Orientation sessions: http://www4.uwm.edu/hr/toolkits/eap.cfm

Fall Wellness Courses

We are pleased to announce a number of activities this fall to help improve overall well-being, reduce stress levels, and keep you active this Fall. Classes include: Total Body Toning, Cardio Mix, Tai Chi, Yoga, Zumba, and Pilates Express. Past participants report engaging instructors, challenging (but inspiring) workouts, and a terrific way to meet colleagues and have a fun time at work.

Chronicle of Higher Ed Survey Results

Our 2013 survey results are in, and they show across the 15 dimensions that there’s been little change from 2012’s results. Most of the dimensions are up or down 1-4 points, which isn’t very meaningful, and
there are three dimensions that are down 8-11 points. These include Shared Governance, Senior Leadership, and Faculty, Administration, and Staff Relations. Just like last year, we will place the entire results and composition of the questions making up the dimensions on our BP2W website. With only 185 respondents from among our approximately 4,500 employees, we aren’t sure of the representativeness of the reporting, and will be engaging in additional surveys and focus groups this year to continue to seek feedback from the campus community.

**Future Activities**

**UWM HR Supervisory Training Courses Being Scheduled**

With the addition of Training Manager Ann Rudolph, this fall our campus will now be able to offer Supervisory Skills training. The courses will range from ½ day to 2 days, and will feature high impact, hands-on learning. There will be ten different courses, including Dealing with Conflict, Coaching for Success, Powerful Communications, Interview and Selection, Strengthening Supervisory Skills, and Employee Engagement at UWM. Please see the Professional Development and Education site, [http://www4.uwm.edu/hr/pde/](http://www4.uwm.edu/hr/pde/) for more information.

**Website Update**

Our website team is in the process of overhauling the appearance, functionality, and content of our BP2W website. Check back later in October for BP2W Website 2.0!

**Climate Thought Leadership**

To help share ways to improve our climate, one to two times annually we plan on bringing in nationally recognized experts in the Best Places to Work, Employee Engagement, and Workplace Climate areas. One leading expert we are exploring a visit with is Dr. Amy Lyman, Co-Founder of the Great Place to Work Institute and the Fortune Best Places to Work list. Amy has extensive business and university experience and represents the type of resource expert who can help inform and evaluate our climate journey. More in future newsletters.

**Leadership Engagement**

The BP2W Leadership Engagement process has been established at the Chancellor’s Executive Staff (Vice Chancellors) and the Deans’ levels. This process supplements the work being done in our BP2W initiatives by asking Vice Chancellors and Deans to do three things:

4. Recognize the ongoing valuable climate activities that occur in each of their respective units.
5. Establish goals and activities that can be of further value, perhaps by developing an assigned team of faculty and staff to work on unit- or division-specific plans and actions.
6. Have the directors and leaders in each area do the same so that there are cascading effects or actions throughout the campus.

The Vice Chancellors and Deans will share their plans for their respective areas this Fall and report on progress in the Spring.
Links to Relevant Articles and Blogs

In addition to the dozens of climate-related websites, articles, and books listed on our BP2W website, here are two new HBR Blog links on “Creating the Best Workplace on Earth: and (at the other extreme) “Disengaged Employees: Do Something About It”:

http://hbr.org/2013/05/creating-the-best-workplace-on-earth/

http://blogs.hbr.org/cs/2013/07/disengaged_employees_do_someth.htm

For your health: College of Health Sciences Clinical Professor Susan Kundrat is featured in a demo taped at UWM for the National Dairy Council showing how to make powerfully healthy protein muffins:

http://wheyprotein.nationaldairycouncil.org/category/breakfast/

Interested in Getting Involved?

A great climate doesn’t just happen, but relies on the goodwill, passion and involvement of a number of our colleagues working on the types of activities listed in this Newsletter. If you would like to make a positive difference in our climate, I encourage you to consider the following opportunities:

7. Think about the areas that you would like to see improved at UWM and offer ideas to your colleagues or supervisor for implementing them. If you are strongly committed to the idea, take the lead on helping to implement the idea.
8. If those ideas are for a positive enhancement outside of your immediate area—and they can be implemented quickly and at a low cost—consider proposing them as a Quick Win on our BP2W website (http://www4.uwm.edu/bestplacetowork/).
9. If you have a colleague who is faculty, staff, or student employee who has a strong track record of making your work a much better place to be, consider nominating them as a BP2W Champion on our website. The recipients are visited by the Chancellor and given a personal letter of thanks and a lapel pin identifying that person as a BP2W Champion. The Champions will be recognized at each of the Chancellor’s Plenary addresses.
10. If you would like to join one of the many initiatives underway or would like to help advance the new work that we will be undertaking, please let me know. We will be reviewing the results of our campus Great Colleges to Work for Survey and conducting more inquiries regarding key climate issues at UWM. From this work, we will be refining and building on our activities and welcome new participants.
11. Review the BP2W website for work underway, extensive resources on climate actions that can be taken, or models of other organizations’ efforts at improving their climate.
12. If you have other ideas or suggestions for making UWM a better place to be, please let me know.

Best regards,

Mark

Mark Mone, PhD
Professor of Management
Chancellor’s Designee for Strategic Planning and Campus Climate
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