

1974
THE PROBLEM

The University of Minnesota historically has done much to insure faculty and student participation in the governance of the University. Faculty and students, for example, have their own Faculty-Student Senate and students are represented on the Board of Regents. However, a large and significant population of the University, the Civil Service employees, have apparently been overlooked. This has resulted in an increasing number of complaints from Civil Service employees related to their lack of representation in the governance of the University.

SURVEY AND ANALYSIS - AN OVERVIEW

In response to the increasing pressures from Civil Service employees on the governance issue, a Governance Survey was developed in March, 1973 to gather information on the attitudes of Civil Service employees toward University governance and their opinions on the role they might best play in the development of University policy. The survey questionnaire consisted of 29 questions. The first 14 questions were concerned with the personal characteristics of the survey population and the last 15 questions were opinion questions on governance. Questionnaires were mailed to all full-time Civil Service employees with the exception of employees in exclusive bargaining units. A total of 7,517 questionnaires were mailed out in April, 1973 and 2,195 were returned for a response rate of 29%. The relatively low response rate means the data will be less representative of the opinions of all employees in the population and this should be considered in interpreting the data.

In this paper, I will attempt to analyze the responses to the survey and recommend action on the governance issue based on the opinions of the respondents.

The analysis of survey responses will include 1) a review of the personal characteristics data by job type, 2) an examination of the responses to the 5 governance questions and the 10 governance related questions by job type, and 3) a study of the responses to the 5 governance questions by sex, age, levels of education, length of service and University relatedness.

Responses will be broken down into personal characteristics groups (i.e., job type, sex, age, etc.) so that we can examine the responses of groups that vary significantly from the responses of the total population. Job type will be the primary characteristic used in evaluating responses because it should be easier for the University to respond to the opinions of employees by job type than to the opinions of the other personal characteristics groups.

RESPONSES BY JOB TYPE

For this study, the job type classifications were divided into four groups according to job function classifications: Service Maintenance and Trades (SM&T), Clerical (Cler.), Technical-Professional (Tech. Pro.) and Administrative (Admin.). Responses to the questionnaire are documented in Table 1.

TABLE I: RESPONSES TO THE SURVEY BY JOB TYPE

Job Type	Number Total Employees	Number Employees Returning Ques.
SM&T	2,560	324 12.7
Clerical	2,940	769 2.62
Tech. Pro.	1,800	747 42
Admin.	317	232 73.2
TOTAL	7,617	*2,072

*Total responses on individual questions will always be less than the total responses to the survey (2,195) and will vary for each question because respondents in many cases failed to answer questions on the survey form.

The percentage of responses varied considerably for each job type from 73% for Administrative to 13% for Service Maintenance and Trades. The Technical-Professional and Administrative types had much higher response rates than the Clerical and Service Maintenance and Trades group. The low Service Maintenance and Trades response rate is partially due to the fact that many of the exclusive bargaining unit employees excluded from the survey belong to this group.

PERSONAL CHARACTERISTICS DATA SUMMARY BY JOB TYPE

The questions in the first portion of the survey were related to the personal characteristics of the respondents to be used for analysis of the opinion questions in the latter part of the survey. The data obtained are summarized in the following tables.

TABLE II: By Sex

	SM&T	Clerical	Tech. Pro.	Administrative	Total
Male	257 80.6	27 3.6	306 41.3	129 56.3	719 35.1
Female	62 19.4	731 96.4	435 58.7	100 43.7	1,328 64.9
Total	319 100.1	758 100.0	741 100.0	229 100.0	2,047 100.0

TABLE III: By Age

	SM&T	Clerical	Tech. Pro.	Administrative	Total
18-24	20 6.2	269 35.3	103 13.8	10 4.3	402 19.5
25-29	25 7.7	174 22.8	235 31.5	56 24.1	490 23.7
30-39	48 14.9	97 12.7	185 24.8	61 26.3	391 19.0
40-49	65 20.1	78 10.2	97 13.0	54 23.3	294 14.2
50-64	155 48.0	133 17.5	119 16.0	51 22.0	458 22.2
65+	10 3.1	11 1.5	7 .9	0 0.0	28 1.4
Total	323 100.0	762 100.0	746 100.0	232 100.0	2,063 100.0

TABLE IV: By Educational Level Attained

	SM&T	Clerical	Tech. Pro.	Administrative	Total
Attended Grade School	22 6.8	1 .1	1 .1	0 0.0	24 1.2
Graduated Grade School	25 7.7	2 .3	1 .1	0 0.0	28 1.4
Attended High School	40 12.4	3 .4	2 .3	1 .4	46 2.2
Graduated High School	88 27.3	145 18.9	20 2.7	8 3.4	261 12.6
Attended College	40 12.4	157 20.4	46 6.2	22 9.5	265 12.8
Attended Bus., Voc., or Tech. School	33 10.2	53 6.9	18 2.4	6 2.6	110 5.3
Graduated Bus., Voc., or Tech. School	36 11.2	123 16.0	76 10.2	11 4.7	246 11.9
Associate Degree	4 1.2	25 3.3	17 2.3	2 1.0	48 2.3
Beyond 2 Yrs. College	13 4.0	83 10.8	62 8.3	25 10.8	183 8.9
Bachelor's Degree	14 4.3	114 14.8	228 30.5	69 29.7	425 20.5
Beyond Bachelor's Degree	3 .9	47 6.1	170 22.8	58 25.0	278 13.4
Other	5 1.6	15 2.0	105 14.1	30 12.9	155 7.5
Total	323 100.0	768 100.0	746 100.0	232 100.0	2,069 100.0

TABLE V: Length of Service at U of M (Years)

	SM&T	Clerical	Tech. Pro.	Administrative	Total
0-4	123 38.0	467 60.7	399 53.4	93 40.1	1,082 52.2
5-9	88 27.1	178 23.1	169 22.6	57 24.6	492 23.8
10-14	34 10.5	56 7.3	55 7.4	31 13.4	176 8.5
15-24	56 17.3	46 6.0	98 13.1	30 12.9	230 11.1
25-29	15 4.6	7 .9	18 2.4	14 6.0	54 2.6
30+	8 2.5	15 2.0	8 1.1	7 3.0	38 1.8
Total	324 100.0	769 100.0	747 100.0	232 100.0	2,072 100.0

TABLE VI: By Employee Relationships to the University*

Relationship	SM&T	Clerical	Tech. Pro.	Admin.	Total
Attended or received degree from U of M	39	255	453	128	875
Now registered at U of M	10	150	122	27	309
Spouse is U of M student	1	108	64	17	191
Spouse is U faculty member	1	24	21	7	53
Spouse is U Civil Service staff member	23	27	38	8	96
Children currently attending U of M	29	48	46	19	142
Children previously attended U of M	78	120	82	46	322

*Because employees were able to make numerous responses, no percentages were used.

RESPONSES TO GOVERNANCE AND GOVERNANCE-RELATED QUESTIONS

Summary and Analysis

Responses to the opinion questions fall into two primary categories: 1) Governance Questions and 2) Governance-Related Questions. The five governance questions are directly concerned with the central issue of governance while the 10 governance-related questions are indirectly related to the governance issue. Primary emphasis will be placed on analyzing the governance questions.

Governance Questions

The five governance questions are:

1. Some colleges and universities may include civil service staff employees as voting participants in all-university senates or university senates or other similar new structures of university governance. Do you think this should happen at your university?
2. At which level of governance do you feel that civil service staff personnel should have direct representation?
3. If civil service staff were to have a representative member on the university's governing board, which of the following would you choose to represent you?
4. Would you be willing to serve as a representative in such an organization as an all-university senate?
5. Would you be willing to serve as a representative in such an organization as a civil service staff governing body?

The governance questions were subjected to the Chi-square test of independence to determine if they should be analyzed by job type. This test indicates whether or not employees in the various job types respond in significantly different ways to the individual governance questions. Responses to all the governance questions by job type were found to be significantly different at 1% and were thus subjected to job type analysis. The response data and analysis for each governance question are presented in the following tables with comments.

TABLE VIII: By Job Type

Question #15: Some colleges and universities may include civil service staff employees as voting participants in all-university senates or other similar new structures of university governance. Do you think this should happen at your university?

	SM&T	Clerical	Tech.Pro.	Admin.	TOTAL
Yes	216 67.5	594 78.1	556 75.1	187 81.3	1,553 75.7
No	42 13.1	81 10.7	72 9.7	28 12.2	223 10.9
No Opinion	49 15.3	61 8.0	79 10.7	12 5.2	201 9.8
No Interest	13 4.1	24 3.2	33 4.5	3 1.3	73 3.6
TOTAL	320 100.0	760 100.0	740 100.0	230 100.0	2,050 100.0

The vast majority of employees responding (76%) favored inclusion while only 11% were against inclusion. Administrative and Clerical employees were the groups with the largest favorable responses with 81% and 78% respectively favoring inclusion. Service employees on the other hand had the lowest favorable response (67.5%). It is also significant to note that over 13% no opinion and no interest responses were recorded for the total population.

TABLE IX

Question #16: At which level of governance do you feel that civil service staff personnel should have direct representation? (Check one.)

	SM&T	Clerical	Tech.Pro.	Admin.	TOTAL
Bd. of Reg.	29 9.3	52 7.1	71 9.8	22 9.8	174 8.7
All-Univ. Senate	107 34.3	360 48.9	363 50.1	125 55.6	955 47.8
CS Staff Rep. Body	135 43.3	282 38.3	226 31.2	66 29.3	709 35.5
None	5 1.6	3 .4	8 1.1	6 2.7	22 1.1
No Opinion	30 9.6	24 3.3	41 5.6	5 2.2	100 5.0
No Interest	6 1.9	15 2.0	16 2.2	1 .4	38 1.9
TOTAL	312 100.0	736 100.0	725 100.0	225 100.0	1,998 100.0

Nearly 48% of the respondents favored civil service staff representation on an all University Senate while only 35.5% favored representation on a Civil Service staff governing body. Very few employees (9%) favored Board of Regents representation and only 1% favored no representation at all. Service employees were the only group favoring representation on a Civil Service body (43%) over an all University governing body (34% in favor).

TABLE X: By Job Type

Question #20: If civil service staff were to have a representative member on the university's governing board, which of the following would you choose to represent you? (Check one.)

	SM&T	Clerical	Tech.Pro.	Admin.	TOTAL
Univ. Admin.	12	22	49	36	119
	3.8	2.9	6.8	15.9	5.9
Univ. Fac.	8	21	23	6	58
Member	2.5	2.8	3.2	2.6	2.9
Civ. Serv.	274	683	615	172	1,744
Staff Mem.	87.3	90.7	84.9	75.8	86.4
Other -	11	15	23	8	57
Specify	3.5	2.0	3.2	3.5	2.8
No Int.	9	12	14	5	40
	2.9	1.6	1.9	2.2	2.0
	314	753	724	227	2,018
TOTAL	100.0	100.0	100.0	100.0	100.0

It is obvious from the responses to this question that Civil Service employees want fellow Civil Service staff members to represent them. Over 86% of the respondents indicated this preference. As might be expected, administrators are somewhat more inclined to be represented by administrators than are the other groups but even they chose a Civil Service staff member 76% of the time.

TABLE XI

Question #28: Would you be willing to serve as a representative in such an organization as an all-university senate?

	SM&T	Clerical	Tech.Pro.	Admin.	TOTAL
Yes	109	299	370	164	942
	35.4	39.9	50.9	71.9	46.8
No	199	450	357	64	1,070
	64.6	60.1	49.1	28.1	53.2
	308	749	727	228	2,012
TOTAL	100.0	100.0	100.0	100.0	100.0

A total of 942 staff members or 47% of those responding are willing to serve as a representative on an all University Senate. This leaves little doubt that there would be an adequate pool of employees to draw from as representatives. There is a tremendous variation of responses by job type on this question from 35% willing to be a representative in Service type jobs to 72% ready to serve in the Administrative category. Technical-Professional and Administrative employees appear to be much more inclined to serve than the Clerical and Service employees.

TABLE XII

Question #29: Would you be willing to serve as a representative in such an organization as a civil service staff governing body?

	Service	Clerical	Technical	Administrative	TOTAL
Yes	150 48.7	390 52.1	434 60.1	176 77.5	1,150 57.3
No	158 51.3	359 47.9	288 39.9	51 22.5	856 42.7
TOTAL	308 100.0	749 100.0	722 100.0	227 100.0	2,006 100.0

The respondents appear to be more inclined to serve on a Civil Service staff representative body than all all-University body. While only 47% are willing to serve on the latter, over 57% would be representatives on the Civil Service body. The percentage of positive responses increase for all job types on Table XII when responses are compared to those on Table XI with the greatest increases in the Service and Clerical categories. Undoubtedly these employees would feel more comfortable working with other Civil Service representatives.

TABLE XIII

Governance Related Questions

Question #17: Listed below are a number of matters with which universities must concern themselves. Please check those areas which interest or concern you most directly. (You may check more than one.)

	Service	Clerical	Technical	Administrative	TOTAL
Financial & Budgetary	136 41.8	411 53.4	396 53.0	185 79.4	1,128 54.4
Curriculum	20 6.2	145 18.9	156 20.9	48 20.6	369 17.8
Admissions	15 4.6	98 12.7	60 8.0	42 18.0	215 10.4
Internal Operational Affairs	257 79.1	598 77.8	604 80.9	183 78.5	1,642 79.2
Long-Range Planning	95 29.2	226 29.4	361 48.3	141 60.5	823 39.7
CS Staff Discipline	170 52.3	386 50.2	368 49.3	125 53.6	1,049 50.6
Student & Faculty Discip.	58 17.8	105 13.7	82 11.0	35 15.0	280 13.5
Tuition	28 8.6	149 19.4	78 10.4	32 13.7	287 13.8
Student Housing	23 7.1	73 9.5	45 6.0	21 9.0	162 7.8
Planning Build. & Campus Expan.	90 27.7	196 25.5	227 30.4	92 39.5	605 29.2
Sanitation & Pollution Cont.	81 24.9	190 24.7	242 32.4	69 29.6	582 28.1
None of these	10 3.1	16 2.1	20 2.7	4 1.7	50 2.4

The three main areas of concern were internal operational affairs (79%), financial matters (54%), and Civil Service staff discipline (51%). Significantly, employees of all job types are primarily concerned with these matters and Service and Clerical employees show as much concern over internal affairs and discipline as the Technical-Professional and Administrative employees.

TABLE XIV

Question #18: The items listed below are identical to those in question #17. In this question, please check those areas in which you feel you would be best qualified to make decisions. (You may check more than one.)

	Service	Clerical	Technical	Administrative	TOTAL
Financial & Budgetary	36 11.1	134 17.4	135 18.1	131 56.2	436 21.0
Curriculum	4 1.2	52 6.8	88 11.8	25 10.7	169 8.1
Admissions	4 1.2	45 5.9	36 4.8	28 12.0	113 5.4
Internal Operational Affairs	182 56.0	369 48.0	410 54.9	136 58.4	1,097 52.9
Long-Range Planning	32 9.8	58 7.5	158 21.2	79 33.9	327 15.8
CS Staff Discipline	136 41.8	312 40.6	278 37.2	111 47.6	837 40.4
Student & Fac. Discipline	23 7.1	43 5.6	48 6.4	24 10.3	138 6.7
Tuition	8 2.5	39 5.1	27 3.6	12 5.2	86 4.1
Student Housing	13 4.0	58 7.5	33 4.4	19 8.2	123 5.9
Planning Build. & Campus Expan.	37 11.4	49 6.4	117 15.7	58 24.9	261 12.6
Sanitation & Pollution Cont.	49 15.1	54 7.0	93 12.4	35 15.0	231 11.1
None of these	70 21.5	172 22.4	123 16.5	8 3.4	373 18.0

Internal operational affairs and Civil Service staff discipline are the only two areas in which large numbers of employees felt qualified to make decisions. The percentage of employees indicating that they would be qualified in this table are much less than the percentages indicating interest in Table XIII.

TABLE XV

Question #19: Do you feel that civil service staff employee's communication with the university administration is adequate?

	Service	Clerical	Technical	Administrative	TOTAL
Yes	80 26.1	124 17.1	119 17.1	34 15.0	357 18.3
No	227 73.9	602 82.9	577 82.9	192 85.0	1,598 81.7
TOTAL	307 100.0	726 100.0	696 100.0	226 100.0	1,955 100.0

Approximately 82% of those responding to this question feel that communications are not adequate, indicating some major problems in this area. What is even more surprising is that only 15% of Administrators are satisfied while 26% of the Service employees are satisfied. I would have predicted the opposite results.

TABLE XVI

Question #21: Please check the group whose interest you consider to be the most important in your university? (Check one.)

	SM&T	Clerical	Tech.Pro.	Admin.	TOTAL
Admin.	85 28.6	142 19.8	120 17.9	49 23.1	396 20.9
Faculty	20 6.7	79 11.0	89 13.2	28 13.2	216 11.4
CS Staff	125 42.1	125 17.4	118 17.6	26 12.3	394 20.7
St. Body	65 21.9	371 51.8	344 51.2	108 50.9	888 46.8
Alumni	2 .1	0 .0	1 .1	1 .5	4 .2
TOTAL	297 100.0	717 100.0	672 100.0	212 100.0	1,898 100.0

It is interesting to note that the interests of the student body are considered most important by 47% of the respondents while Civil Service staff interests are most important to only 21% of the employees. The Service employees are the only group to place their own interests above those of the students.

TABLE XVII

Question #22: Please check the group which you consider to have the most influence on policy making for the university. (Check one.)

	SM&T	Clerical	Tech.Pro.	Admin.	TOTAL
Admin.	224 73.4	654 88.6	628 87.3	184 81.4	1,690 85.0
Faculty	36 11.8	47 6.4	62 8.6	37 16.4	182 9.2
CS Staff	27 8.9	17 2.3	9 1.3	1 .4	54 2.7
St. Body	12 3.9	15 2.0	16 2.2	4 1.8	47 2.4
Alumni	6 2.0	5 .7	4 .6	0 .0	15 .7
TOTAL	305 100.0	738 100.0	719 100.0	226 100.0	1,988 100.0

No surprises here. A one-sided majority feel that the Administrative is all powerful with the faculty a distant second and Civil Service Staff a very distant third.

TABLE XVIII

Question #23: Which of these groups do you feel has the deepest loyalty to the university? (Check one.)

	SM&T	Clerical	Tech.Pro.	Admin.	TOTAL
Admin.	64 22.9	166 25.0	142 23.4	54 23.4	426 24.5
Faculty	25 8.9	142 21.4	162 26.8	44 23.2	373 21.4
CS Staff	154 55.0	180 27.1	159 26.2	65 34.2	558 32.0
St. Body	9 3.2	51 7.6	43 7.1	8 4.2	111 6.4
Alumni	28 10.0	126 18.9	100 16.5	19 10.0	273 15.7
TOTAL	280 100.0	665 100.0	606 100.0	190 100.0	1,741 100.0

It is interesting to note that respondents feel they are more loyal to the University than other groups and this is especially true of employees in the Service categories. Also of interest is the fact that the student body is judged to be by far the least loyal group.

TABLE XIX

Question #24: In your opinion, has the University, in the course of growing in size, reflected more or less concern for the welfare of the individual employee?

	SM&T	Clerical	Tech.Pro.	Admin.	TOTAL
More	41 13.1	95 12.8	70 9.7	38 16.5	244 12.1
Less	174 55.4	392 52.6	375 51.7	133 57.8	1074 53.3
No Change	61 19.4	138 18.5	118 16.3	33 14.4	350 17.4
No Opinion	38 12.1	120 16.1	162 22.3	26 11.3	346 17.2
TOTAL	314 100.0	745 100.0	725 100.0	230 100.0	2014 100.0

There appears to have been a great deal of indecision on how to answer this question. Over 17% of the employees have no opinion and another 17% marked no change. However, it is significant that 53% of the staff members feel there is currently less concern for employee welfare and only 12% feel there is currently more concern.

TABLE XX

Question #25: Is it important to you that you be kept informed of the university's goals and purpose?

	Service	Clerical	Technical	Administrative	TOTAL
Yes	294 92.7	693 91.3	684 92.4	227 97.4	1,898 92.6
No	23 7.3	66 8.7	56 7.6	6 2.6	151 7.4
TOTAL	317 100.0	759 100.0	740 100.0	233 100.0	2,049 100.0

Over 91% of the respondents in all four job categories feel it is important that they be kept informed. The message is clear.

TABLE XXI

Question #26: Do you feel that you are adequately informed and have ready access to enough information to understand these goals and purposes?

	SM&T	Clerical	Tech.Pro.	Admin.	TOTAL
Yes	91 29.7	248 32.8	242 33.2	77 33.6	658 32.6
No	215 70.3	507 67.2	487 66.8	152 66.4	1,361 67.4
TOTAL	306 100.0	755 100.0	729 100.0	229 100.0	2,019 100.0

Approximately 67% of the employees participating in the survey feel they are not adequately informed. Given the information in Table XX that 91% of the employees want to be kept informed, the University is obviously failing to meet the needs of its staff in this area.

TABLE XXII

Question #27: Could you, as a spokesman for civil service staff personnel of your university, if called on to do so, clearly state your ideas of staff interests and concerns in university affairs?

	SM&T	Clerical	Tech.Pro.	Admin.	TOTAL
Yes	133 42.9	267 36.0	350 49.0	163 72.8	913 45.9
No	177 57.1	475 64.0	364 51.0	61 27.2	1,077 54.1
TOTAL	310 100.0	742 100.0	714 100.0	224 100.0	1,990 100.0

Roughly 46% of the respondents feel that they would be an adequate representative. Administrative employees are much more confident of their abilities (73% answered yes) than Clerical employees (36% answered yes). It is good to know that at least 913 Civil Service employees feel they would be adequate spokesmen.

RESPONSE TO GOVERNANCE QUESTIONS
BY SEX, LEVEL OF EDUCATION, LENGTH OF SERVICE AND RELATEDNESS

Data Summary and Analysis

The responses to the five governance questions by sex, age, level of education, length of service and relatedness were subjected to the Chi-Square test. The tables with responses significantly different at 1% are summarized and analyzed in the following section

Summary and Analysis by Sex

TABLE XXIII

QUESTION #16: At which level of governance do you feel that civil service staff personnel should have direct representation? (Check one).

	<u>MALE</u>	<u>FEMALE</u>	<u>TOTAL</u>
Mem.-Bd.	83	90	173
Of Regents	11.8	7.0	8.7
Voting Mem.	315	641	956
All-Univ.	44.8	49.7	48.0
Senate			
Civ. Serv.	241	464	705
Staff Rep.	34.3	36.0	35.4
Body			
None	12	10	22
	1.7	.8	1.1
No Opinion	40	59	99
	5.7	4.6	5.0
No Interest	12	26	38
	1.7	2.0	1.9
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TOTAL	703	1,290	1,993
	100.0	100.0	100.0

Almost 50% of the females prefer representation on an all-University Senate while 45% of the males preferred representation at this level. Males showed a greater preference for representation on the Board of Regents (12% males vs. 7% females).

TABLE XXIV

QUESTION #20: If civil service staff were to have a representative member on the university's governing board, which of the following would you choose to represent you? (Check one).

	<u>MALE</u>	<u>FEMALE</u>	<u>TOTAL</u>
Univ. Admin.	56	64	120
	7.9	5.0	6.0
Univ. Fac. Member	23	35	58
	3.2	2.7	2.9
Civ. Serv. Staff Mem.	587	1,150	1,737
	82.8	88.1	86.2
Other - Specify	31	27	58
	4.4	2.0	2.9
No Interest	12	29	41
	1.7	2.2	2.0
TOTAL	709	1,305	2,014
	100.0	100.0	100.0

A Civil Service representative is preferred by 88% of the females and only 83% of the males.

TABLE XXV

QUESTION # 28: Would you be willing to serve as a representative in such an organization as an all-university senate?

	<u>MALE</u>	<u>FEMALE</u>	<u>TOTAL</u>
Yes	385	555	940
	54.6	42.6	46.8
No	320	748	1,068
	45.4	57.4	53.2
TOTAL	705	1,303	2,008
	100.0	100.0	100.0

TABLE XXVI

Question #29: Would you be willing to serve as a representative in such an organization as a civil service staff governing body?

	<u>MALE</u>	<u>FEMALE</u>	<u>TOTAL</u>
Yes	456 65.4	688 52.7	1,144 57.1
No	241 34.6	617 47.3	858 42.9
TOTAL	697 100.0	1,305 100.0	2,002 100.0

Males are more willing to serve on an all-University or a Civil Service governing body senate than are females. There are approximately 12% more males willing to serve than females.

Summary and Analysis by Age

TABLE XXVII

Question #15: Some colleges and universities may include civil service staff employees as voting participants in all-university senates or other similar new structures of university governance. Do you think this should happen at your university?

	18-24	25-29	30-39	40-49	50-64	65-Over	TOTAL
Yes	297 75.1	374 76.3	320 80.6	232 78.4	329 72.4	9 31.0	1,561 75.7
No	42 10.6	49 10.0	29 7.3	33 11.2	61 13.4	12 41.4	226 11.0
No Opinion	39 9.8	48 9.8	29 7.3	25 8.4	58 12.7	4 13.8	203 9.8
No Interest	18 4.5	19 3.9	19 4.8	6 2.0	7 1.5	4 13.8	73 3.5
TOTAL	396 100.0	490 100.0	397 100.0	296 100.0	455 100.0	29 100.0	2,063 100.0

TABLE XXVIII

Question #16: At which level of governance do you feel that civil service staff personnel should have direct representation? (Check one.)

	<u>18-24</u>	<u>25-29</u>	<u>30-39</u>	<u>40-49</u>	<u>50-64</u>	<u>65-Over</u>	<u>TOTAL</u>
Mem. of Bd. of Reg.	31 8.0	51 10.7	41 10.7	19 6.6	32 7.2	1 3.7	175 8.7
Vot. Mem. All-Univ. Senate	185 47.7	223 48.9	209 54.6	146 50.7	185 41.4	4 14.8	962 47.9
Civ. Serv. Staff Rep. Body	138 35.6	155 32.5	107 27.9	111 38.6	185 41.4	16 59.3	7.2 35.4
None	2 .5	5 1.0	3 .8	1 .3	10 2.2	1 3.7	22 1.1
No Opinion	22 5.7	21 4.4	16 4.2	10 3.5	29 6.5	3 11.1	101 5.0
No Interest	10 2.6	12 2.5	7 1.8	1 .3	6 1.3	2 7.4	38 1.9
TOTAL	388 100.0	477 100.0	383 100.0	288 100.0	447 100.0	27 100.0	2,010 100.0

TABLE XXIX

Question #20: If civil service staff were to have a representative member on the university's governing board, which of the following would you choose to represent you? (Check one.)

	<u>18-24</u>	<u>25-29</u>	<u>30-39</u>	<u>40-49</u>	<u>50-64</u>	<u>65-Over</u>	<u>TOTAL</u>
Univ. Admin.	12 3.0	23 4.8	27 6.9	19 6.5	37 8.2	3 11.1	121 6.0
Univ. Fac. Mem.	10 2.5	13 2.7	13 3.3	6 2.1	14 3.1	2 7.4	58 2.9
Civ. Serv. Staff Mem.	359 91.2	413 86.8	324 83.1	257 88.4	380 84.3	17 63.0	1,750 86.2
Other ---	7 1.8	16 3.4	17 4.4	8 2.7	10 2.2	0 .0	58 2.9
No Interest	6 1.5	11 2.3	9 2.3	1 .3	10 2.2	5 18.5	42 2.1
TOTAL	394 100.0	476 100.0	390 100.0	291 100.0	451 100.0	27 100.0	2,029 100.0

TABLE XXX

Question #28: Would you be willing to serve as a representative in such an organization as an all-university senate?

	<u>18-24</u>	<u>25-29</u>	<u>30-39</u>	<u>40-49</u>	<u>50-64</u>	<u>65-Over</u>	<u>TOTAL</u>
Yes	156 39.3	239 50.1	209 54.1	151 52.1	187 42.0	5 17.2	947 46.8
No	241 60.7	238 49.9	177 45.9	139 47.9	258 58.0	24 82.8	1,077 53.2
TOTAL	397 100.0	477 100.0	386 100.0	290 100.0	445 100.0	29 100.0	2,024 100.0

TABLE XXXI

Question #29: Would you be willing to serve as a representative in such an organization as a civil service staff governing body?

	<u>18-24</u>	<u>25-29</u>	<u>30-39</u>	<u>40-49</u>	<u>50-64</u>	<u>65-Over</u>	<u>TOTAL</u>
Yes	196 49.9	272 56.4	241 63.3	187 64.9	250 56.1	8 28.6	1,154 57.2
No	197 50.1	210 43.6	140 36.7	101 35.1	196 43.9	20 71.4	864 42.8
TOTAL	393 100.0	482 100.0	381 100.0	288 100.0	446 100.0	28 100.0	2,018 100.0

Respondents in the 65 and over category generally deviate from the responses in the other categories. This is probably due in part to the low N for this group in comparison to the others. The 65 and over group as expected was less interested in the governance issue than the other groups.

Summary and Analysis by Level of Education

TABLE XXXII

Question #15: Some colleges and universities may include civil service staff employees as voting participants in all-university senates or other similar new structures of university governance. Do you think this should happen at your university?

	Yes	No	No Opinion	No Interest	TOTAL
Attended Grade School	14 58.3	3 12.5	5 20.8	2 8.4	24 100.0
Graduated Grade School	14 48.3	4 13.8	9 31.0	2 6.9	29 100.0
Attended High School	31 66.0	4 8.5	11 23.4	1 2.1	47 100.0
Graduated High School	175 67.6	30 11.6	40 15.4	14 5.4	259 100.0
Attended College	213 80.4	24 9.1	25 9.4	3 1.1	265 100.0
Attended Bus., Voc., or Tech. School	88 80.7	11 10.1	8 7.3	2 1.9	109 100.0
Graduated Bus., Voc., or Tech. School	184 74.8	30 12.2	25 10.2	7 2.8	246 100.0
Associate Degree	35 74.5	2 4.2	7 14.7	3 6.4	47 100.0
Beyond 2 Yrs. College	139 77.2	24 13.3	11 6.1	6 3.4	180 100.0
Bachelor's Degree	322 75.8	50 11.8	33 7.7	20 4.7	425 100.0
Beyond Bachelor's	244 80.3	32 11.5	16 5.7	7 2.5	279 100.0
Other	127 80.9	12 7.6	12 7.6	6 3.9	157 100.0
Total	1,566 75.8	226 10.9	202 9.8	73 3.5	2,067 100.0

TABLE XXXIII

Question #16: At which level of governance do you feel that civil service staff personnel should have direct representation? (Check one)

	Board of Regents	All-Univ. Senate	C. S. Staff Rep. Body	None	No Opinion	No Interest	TOTAL
Attended Grade School	1 4.2	7 29.2	8 33.2	1 4.2	7 29.2	0 0.0	24 100.0
Graduate Grade School	1 3.6	8 28.6	8 28.6	1 3.6	7 25.0	3 10.7	28 100.0
Attended High School	1 2.2	11 23.9	25 54.3	0 0.0	9 19.6	0 0.0	46 100.0
Graduated High School	16 6.3	105 41.0	113 44.1	1 .4	14 5.5	7 2.7	256 100.0
Attended College	22 8.8	118 47.2	98 39.2	3 1.2	8 3.2	1 .4	250 100.0
Attended Bus., Voc., or Tech. School	11 10.2	48 44.4	43 39.8	2 1.9	3 2.8	1 .9	108 100.0
Graduated Bus., Voc., or Tech. School	28 11.5	101 41.6	98 40.3	2 .8	8 3.3	6 2.5	243 100.0
Associate Degree	4 8.5	21 44.7	18 38.3	1 2.1	1 2.1	2 4.3	47 100.0
Beyond 2 Yrs. College	15 8.9	87 51.5	57 33.7	1 .6	7 4.1	2 1.2	169 100.0
Bachelor's Degree	34 8.2	213 51.3	135 32.5	4 1.0	19 4.6	10 2.4	415 100.0
Beyond Bachelor's	33 12.1	153 56.0	72 26.4	4 1.5	8 2.9	3 1.1	273 100.0
Other	9 5.8	93 60.4	39 25.3	2 1.3	8 5.2	3 2.0	154 100.0
TOTAL	175 8.7	965 47.9	714 35.5	22 1.1	99 4.9	38 1.9	2,013 100.0

TABLE XXXIV

Question #20: If civil service staff were to have a representative member on the university's governing board, which of the following would you choose to represent you? (Check one)

	University Administration	University Faculty Member	Civil Service Staff Member	Other	No Interest	TOTAL
Attended Grade School	2 9.5	1 4.8	18 85.7	0 0.0	0 0.0	21 100.0
Graduated Grade School	3 10.3	1 3.5	19 65.5	1 3.5	5 17.2	29 100.0
Attended High School	2 4.5	3 6.8	35 79.6	1 2.3	3 6.8	44 100.0
Graduated High School	13 5.0	9 3.5	229 88.4	2 .8	6 2.3	259 100.0
Attended College	10 3.8	8 3.1	236 90.4	7 2.7	0 0.0	261 100.0
Attended Bus., Voc., or Tech. School	5 4.6	4 3.6	98 89.1	3 2.7	0 0.0	110 100.0
Graduated Bus., Voc., or Tech. School	10 4.1	5 2.1	215 88.4	8 3.3	5 2.1	243 100.0
Associate Degree	2 4.3	1 2.1	42 89.4	1 2.1	1 2.1	47 100.0
Beyond 2 Yrs. College	7 3.8	1 .5	163 89.6	9 5.0	2 1.1	182 100.0
Bachelor's Degree	33 7.9	4 1.0	354 84.9	16 3.8	10 2.4	417 100.0
Beyond Bachelor's Degree	21 7.7	12 4.4	227 83.5	6 2.2	6 2.2	272 100.0
Other	13 8.7	10 6.7	118 78.7	5 3.3	4 2.6	150 100.0
TOTAL	121 5.9	59 2.9	1,754 86.2	59 2.9	42 2.1	2,035 100.0

TABLE XXXV

Question #28: Would you be willing to serve as a representative in such an organization as an all-university senate?

	Yes	No	TOTAL
Attended Grade School	3 12.5	21 87.5	24 100.0
Graduated Grade School	4 14.3	24 85.7	28 100.0
Attended High School	10 23.3	33 76.7	43 100.0
Graduated High School	85 33.5	169 66.5	254 100.0
Attended College	125 48.1	135 51.9	260 100.0
Attended Bus., Voc., or Tech. School	44 41.5	62 58.5	106 100.0
Graduated Bus. Voc., or Tech. School	89 36.5	155 63.5	244 100.0
Associate Degree	12 25.5	35 74.5	47 100.0
Beyond 2 Yrs. College	107 60.5	70 39.5	177 100.0
Bachelor's Degree	207 49.3	213 50.7	420 100.0
Beyond Bachelor's Degree	170 62.3	103 37.7	273 100.0
Other	94 61.0	60 39.0	154 100.0
TOTAL	950 46.8	1,080 53.2	2,030 100.0

TABLE XXXVI

Question #29: Would you be willing to serve as a representative in such an organization as a civil service staff governing body?

	Yes	No	TOTAL
Attended Grade School	7 29.2	17 70.8	24 100.0
Graduated Grade School	8 28.6	20 71.4	28 100.0
Attended High School	18 40.0	27 60.0	45 100.0
Graduated High School	116 45.8	137 54.2	253 100.0
Attended College	157 60.9	101 39.1	258 100.0
Attended Bus., Voc., or Tech. School	60 56.6	46 43.4	106 100.0
Graduated Bus., Voc., or Tech. School	134 54.9	110 45.1	244 100.0
Associate Degree	20 43.5	26 56.5	46 100.0
Beyond 2 Yrs. Collage	117 66.1	60 33.9	177 100.0
Bachelor's Degree	247 59.5	168 40.5	415 100.0
Beyond Bachelor's Degree	179 65.3	95 34.7	274 100.0
Other	94 61.0	60 49.0	154 100.0
TOTAL	1,157 57.2	867 42.8	2,024 100.0

Respondents with more education are more interested in the governance issues and more willing to serve on governing bodies.

Summary and Analysis by Length of Service

Responses are not significantly different by length of service.

Summary and Analysis by Relatedness

TABLE XXXVII

Question #15: Some colleges and universities may include civil service staff employees as voting participants in all-university senates or other similar new structures of university governance. Do you think this should happen at your university?

	Related Staff	Non-Rel. Staff	TOTAL
Yes	1,203 77.6	365 69.9	1,568 75.7
No	169 10.9	58 11.1	227 11.0
No Opinion	133 8.6	71 13.6	204 9.8
No Interest	45 2.9	28 5.4	73 3.5
TOTAL	1,550 100.0	522 100.0	2,072 100.0

Approximately 78% of the respondents with a relationship to the University other than employment feel that Civil Service employees should be included in University governance and only 70% of the non-related staff feel this way. Related staff appear to be much more interested in the governance issue.

TABLE XXXVIII

Question #16: At which level of governance do you feel that civil service staff personnel should have direct representation? (Check one.)

	Related Staff	Non-Rel. Staff	TOTAL
Bd. of Regents	132 8.8	43 8.3	175 8.7
All-University Senate	772 51.5	195 37.7	967 47.9
CS Staff Rep Body	497 33.1	218 42.2	715 35.4
None	18 1.2	4 .8	22 1.1
No Opinion	59 3.9	42 8.1	101 5.0
No Interest	23 1.5	15 2.9	38 1.9
TOTAL	1,501 100.0	517 100.0	2,018 100.0

Related staff show considerably more desire to be represented on an all-University Senate than the non-related staff. The non-related staff on the other hand prefer to be represented on a Civil Service staff body.

TABLE XXXIX

Question #28: Would you be willing to serve as a representative in such an organization as an all-university senate?

	Related Staff	Non-Rel. Staff	TOTAL
Yes	763 49.9	188 37.2	951 46.7
No	766 50.1	318 62.8	1,084 53.3
TOTAL	1,529 100.0	506 100.0	2,035 100.0

Related staff are much more willing to serve on an all-University Senate than are the non-related staff.

SUMMARY OF THE TOTAL RESPONSES TO
THE GOVERNANCE AND GOVERNANCE-RELATED QUESTIONS

Governance Questions

Employees as a whole responded to the governance questions as follows:

15. Some colleges and universities may include civil service staff employees as voting participants in all-University senates or other similar new structures of university governance. Do you think this should happen at your University?
1. 75.7% (1,553) yes
 2. 10.9% (223) marked no
 3. 9.8% (201) no opinion
 4. 3.6% (73) no interest
16. At which level of governance do you feel that civil service staff personnel should have direct representation?
1. 47.8% (955) all-University Senate
 2. 35.5% (709) Civil Service staff Representative Body
 3. 8.7% (174) Board of Regents
 4. 5% (100) no opinion
 5. 1.9% (38) no interest
 6. 1.1% (22) none
20. If Civil Service staff were to have a representative member on the University's governing board, which of the following would you choose to represent you?
1. 86.4% (1,744) Civil Service staff member
 2. 5.9% (119) University administrator
 3. 2.9% (58) University faculty member
 4. 2.8% (57) other
 5. 2% (40) no interest
28. Would you be willing to serve as a representative in such an organization as an all-University Senate?
1. 53.2% (1,070) no
 2. 46.8% (942) yes
29. Would you be willing to serve as a representative in such an organization as a Civil Service staff governing body?
1. 57.3% (1,150) yes
 2. 42.7% (856) no

Governance-Related Questions

Total employee response to the governance-related questions are:

17. Listed below are a number of matters with which universities must concern themselves. Please check those areas which interest or concern you most directly.

1. 79.2% (1,642) internal operational affairs
2. 54.4% (1,128) financial and budgeting
3. 50.6% (1,049) Civil Service staff discipline
4. 39.7% (823) long range planning

18. The items listed below are identical to those in question #16. In this question please check those areas in which you feel you would be best qualified to make decisions.

1. 52.9% (1,097) internal operational affairs
2. 40.4% (837) Civil Service staff discipline

19. Do you feel that Civil Service staff employee's communication with the University administration is adequate?

1. 81.7% (1,598) no
2. 18.3% (357) yes

21. Please check the group whose interest you consider to be the most important in your University.

1. 46.8% (888) student body
2. 20.9% (396) administration
3. 20.7% (394) Civil Service staff
4. 11.4% (216) faculty
5. .2% (4) alumni

22. Please check the group which you consider to have the most influence on policy making for the university.

1. 85% (1,690) administration
2. 9.2% (182) faculty
3. 2.7% (54) Civil Service staff
4. 2.4% (47) student body
5. .7% (15) alumni

23. Which of these groups do you feel has the deepest loyalty to the University?

1. 32% (558) Civil Service staff
2. 24.5% (426) administration
3. 21.4% (373) faculty
4. 15.7% (273) alumni
5. .6% (111) student body

24. In your opinion, has the university, in the course of growing in size, reflected more or less concern for the welfare of the individual employee?

1. 53.3% (1,074) less
2. 17.4% (350) no change
3. 17.2% (346) no opinion
4. 12.1% (244) more

25. Is it important to you that you be kept informed of the University's goals and purpose?

1. 92.6% (1,898) yes
2. 7.4% (151) no

26. Do you feel that you are adequately informed and have ready access to enough information to understand these goals and purposes?

1. 67.4% (1,361) no
2. 32.6% (658) yes

27. Could you, as a spokesman for Civil Service staff personnel of your University, if called on to do so, clearly state your ideas of staff interests and concerns in university affairs?

1. 54.1% (1,077) no
2. 45.9% (913) yes

CONCLUSIONS

1. It is difficult to draw strong conclusions on the opinions of a majority of Civil Service employees from this survey because of the relatively low response rate. Over 70% of the employees surveyed failed to return the questionnaire and we have no way of knowing for certain their reasons for not responding.
2. According to the survey, at least 1,553 Civil Service employees feel that they should be represented on a University governing body. We should in some way respond to their desires.
3. Given a choice, the respondents prefer to be represented on an all-University Senate but they are more willing to serve on a Civil Service governing body.
4. Civil Service employees prefer to be represented by other Civil Service staff members.
5. Sub-groups of employees by job type, educational level, etc. often have different opinions and attitudes about the central issues of governance. For instance,
 - A. Clerical, Technical-Professional and Administrative employees are more interested in representation than Service employees.
 - B. Employees with higher levels of education are more interested in representation than those with lower educational levels.
 - C. Staff members with relationships to the University other than employment are much more interested in representation than non-related employees.
 - D. Clerical, Technical-Professional, and Administrative employees prefer representation on an all-University Senate while Service employees would like to be represented on a Civil Service staff body.
 - E. Technical-Professional employees and administrators are more willing to serve as representatives than Service and Clerical employees.
 - F. Employees with higher levels of education are more willing to serve as representatives than those with less education.
6. Respondents feel that decisions at the University are made by administrators without regard to the opinions of Civil Service employees.
7. The employees who responded to the survey want to be kept informed on matters related to the University but they feel that there is a major break in communications between the administration and themselves.

INTRODUCTION

Governance questionnaires were sent to a random sample of 225 student employees and 98 of the questionnaires were returned for a 43% rate of return. The responses to the opinion questions are grouped by job type in Tables I through XV. The responses to the governance questions did not vary significantly by job type so this method of analysis was disregarded.

TABLE I

Question #15: Some colleges and universities may include civil service staff employees as voting participants in all-university senates or other similar new structures of university governance. Do you think this should happen at your university?

	SM&T	Clerical	Tech.Pro.	Admin.	TOTAL
Yes	16 57.2	11 57.9	24 58.5	6 85.7	57 60.0
No	8 28.6	3 15.8	8 19.5	1 14.3	20 21.0
No Opinion	2 7.1	4 21.0	7 17.1	0 .0	13 13.7
No Interest	2 7.1	1 5.3	2 4.9	0 .0	5 5.3
TOTAL	28 100.0	19 100.0	41 100.0	7 100.0	95 100.0

Question #16: At which level of governance do you feel that civil service staff personnel should have direct representation? (Check one.)

TABLE II

Question #16: Continued

	SM&T	Clerical	Tech.Pro.	Admin.	TOTAL
Bd. of Reg.	2 7.1	1 5.3	4 9.5	0 .0	7 7.3
All-univ. Senate	10 35.7	8 42.1	18 42.8	4 57.1	40 41.7
CS Staff Rep. Body	12 42.9	7 36.8	12 28.6	3 42.9	34 35.4
None	2 7.1	0 .0	2 4.8	0 .0	4 4.2
No Opinion	1 3.6	3 15.8	4 9.5	0 .0	8 8.3
No Interest	1 3.6	0 .0	2 4.8	0 .0	3 3.1
TOTAL	28 100.0	19 100.0	42 100.0	7 100.0	96 100.0

TABLE III

Question #17: Listed below are a number of matters with which universities must concern themselves. Please check those areas which interest or concern you most directly. (You may check more than one.)

	Service	Clerical	Technical	Administrative	TOTAL
Financial & Budgetary	18 64.3	10 47.6	20 47.6	5 71.4	53 54.1
Curriculum	15 53.6	12 57.1	26 61.9	3 42.9	56 60.2
Admissions	6 21.4	4 19.0	14 33.3	4 57.1	28 28.6
Internal Operational Affairs	13 46.4	11 52.4	24 57.1	4 57.1	52 53.1
Long-Range Planning	9 32.1	5 23.8	14 33.3	5 71.4	33 33.7
CS Staff Discipline	5 17.9	5 23.8	14 33.3	3 42.9	27 27.6
Student & Fac. Discipline	6 21.4	4 19.0	10 23.8	0 0.0	20 20.4
Tuition	22 78.6	13 61.9	31 73.8	3 42.9	69 70.4
Student Housing	18 64.3	7 33.3	13 31.0	2 28.6	40 40.8
Planning Build. & Campus Expan.	11 29.3	4 19.0	14 33.3	3 42.9	32 32.7
Sanitation & Pollution Cont.	13 46.4	4 19.0	12 28.6	2 28.6	31 31.6
None of these	0 0.0	1 4.8	1 2.4	0 0.0	2 2.0

The students are very interested in matters related to their education and less interested in matters related to their jobs.

TABLE IV

Question #18: The items listed below are identical to those in question #17. In this question, please check those areas in which you feel you would be best qualified to make decisions. (You may check more than one.)

	Service	Clerical	Technical	Administrative	TOTAL
Financial & Budgetary	3 10.1	3 14.3	5 11.9	4 57.1	15 15.3
Curriculum	8 28.6	7 33.3	16 38.1	4 57.1	35 35.7
Admissions	5 17.9	1 4.8	3 7.1	3 42.9	12 12.2
Internal Operational Affairs	1 3.6	5 23.8	11 26.2	3 42.9	20 19.4
Long-Range Planning	0 0.0	3 14.3	7 16.7	5 71.4	15 15.3
CS Staff Discipline	3 10.7	5 23.8	8 19.0	2 28.6	18 18.4
Student & Fac. Discipline	6 21.4	4 19.0	10 23.8	0 0.0	20 20.4
Tuition	11 39.3	9 42.9	10 23.8	1 14.3	31 31.6
Student Housing	14 50.0	1 4.8	10 23.8	3 42.9	28 28.6
Planning Build. & Campus Expan.	2 7.1	1 4.8	6 14.3	2 28.6	11 11.2
Sanitation & Pollution Cont.	1 3.6	2 9.5	8 19.0	1 14.3	12 12.2
None of these	5 17.9	4 19.0	14 33.3	0 0.0	23 23.5

Only a small percentage of students feel that they are qualified to make decisions on University matters other than curriculum, tuition and student housing.

TABLE V

Question #19: Do you feel that civil service staff employee's communication with the university administration is adequate?

	SM&T	Clerical	Tech.Pro.	Admin.	TOTAL
Yes	7 36.8	4 20.0	10 27.0	1 14.3	22 26.5
No	12 63.2	16 80.0	27 73.0	6 85.7	61 73.5
TOTAL	19 100.0	20 100.0	37 100.0	7 100.0	83 100.0

TABLE VI

Question #20: If civil service staff were to have a representative member on the university's governing board, which of the following would you choose to represent you? (Check one.)

	SM&T	Clerical	Tech.Pro.	Admin.	TOTAL
Univ. Admin.	1 3.7	0 .0	2 4.9	0 .0	3 3.2
Univ. Fac.	5 18.5	1 5.0	3 7.3	2 33.3	11 11.7
CS Staff	19 70.4	18 90.0	32 78.1	3 50.0	72 76.6
Other - Specify	1 3.7	0 .0	1 2.4	0 .0	2 2.1
No Interest	1 3.7	1 5.0	3 7.3	1 16.7	6 6.4

TABLE VII

Question #21: Please check the group whose interest you consider to be the most important in your university? (Check one.)

	SM&T	Clerical	Tech.Pro.	Admin.	TOTAL
Admin.	2	1	2	0	5
	8.0	5.0	4.9	.0	5.4
Faculty	5	3	9	1	18
	20.0	15.0	22.0	16.7	19.6
CS Staff	1	1	2	0	4
	4.0	5.0	4.9	.0	4.3
St. Body	17	15	27	5	64
	68.0	75.0	65.8	83.3	69.6
Alumni	0	0	1	0	1
	.0	.0	2.4	.0	1.1
<hr/>					
	25	20	41	6	92
TOTAL	100.0	100.0	100.0	100.0	100.0

It is obvious from the response to this question that students feel their interests come first. It is interesting to note that only 4.3% consider Civil Service staff interests most important.

TABLE VIII

Question #22: Please check the group which you consider to have the most influence on policy making for the university. (Check one.)

	SM&T	Clerical	Tech.Pro.	Admin.	TOTAL
Admin.	22	19	39	4	84
	81.5	95.0	95.1	66.7	89.3
Faculty	2	1	1	2	6
	7.4	5.0	2.4	33.3	6.4
CS Staff	1	0	0	0	1
	3.7	.0	.0	.0	1.1
St. Body	2	0	1	0	3
	7.4	.0	2.4	.0	3.2
Alumni	0	0	0	0	0
	.0	.0	.0	.0	.0
<hr/>					
	27	20	41	6	94
TOTAL	100.0	100.0	100.0	100.0	100.0

Again students feel that Civil Service employees have almost no influence on policy making.

TABLE IX

Question #23: Which of these groups do you feel has the deepest loyalty to the university?

	SM&T	Clerical	Tech.Pro.	Admin.	TOTAL
Admin.	8	7	8	2	25
	33.3	38.9	21.0	40.0	29.4
Faculty	6	3	18	0	27
	25.0	16.7	47.4	.0	31.8
CS Staff	1	1	2	0	4
	4.2	5.5	5.3	.0	4.7
St. Body	6	5	4	1	16
	25.0	27.8	10.5	20.0	18.8
Alumni	3	2	6	2	13
	12.5	11.1	15.8	40.0	15.3
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TOTAL	24	18	38	5	85
	100.0	100.0	100.0	100.0	100.0

Only 18.8% feel that students are the most loyal. As might be expected, they view the faculty and administration as most loyal with Civil Service employees being by far the least loyal.

TABLE X

Question #24: In your opinion, has the university, in the course of growing in size, reflected more or less concern for the welfare of the individual employee?

	SM&T	Clerical	Tech.Pro.	Admin.	TOTAL
More	2	1	5	0	8
	7.1	5.0	12.2	.0	8.3
Less	14	7	19	3	43
	50.0	35.0	46.3	42.9	44.8
No Change	4	3	7	3	17
	14.3	15.0	17.1	42.9	17.7
No Opinion	8	9	10	1	28
	28.6	45.0	24.4	14.2	29.2
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TOTAL	28	20	41	7	96
	100.0	100.0	100.0	100.0	100.0

TABLE XI

Question #25: Is it important to you that you be kept informed of the university's goals and purpose?

	SM&T	Clerical	Tech.Pro.	Admin.	TOTAL
Yes	27 96.4	18 85.7	39 92.9	7 100.0	91 92.9
No	1 3.6	3 14.3	3 7.1	0 .0	7 7.1
TOTAL	28 100.0	21 100.0	42 100.0	7 100.0	98 100.0

TABLE XII

Question #26: Do you feel that you are adequately informed and have ready access to enough information to understand these goals and purposes?

	SM&T	Clerical	Tech.Pro.	Admin.	TOTAL
Yes	4 14.8	8 40.0	11 26.8	2 28.6	25 26.3
No	23 85.2	12 60.0	30 73.2	5 71.4	70 73.7
TOTAL	27 100.0	20 100.0	41 100.0	7 100.0	95 100.0

TABLE XIII

Question #27: Could you, as a spokesman for civil service staff personnel of your university, if called on to do so, clearly state your ideas of staff interests and concerns in university affairs?

	Service	Clerical	Technical	Administrative	TOTAL
Yes	11 40.7	5 23.8	16 38.1	4 57.1	36 37.1
No	16 59.3	16 76.2	26 61.9	3 42.9	61 62.9
TOTAL	27 100.0	21 100.0	42 100.0	7 100.0	97 100.0

TABLE XIV

Question #28: Would you be willing to serve as a representative in such an organization as an all-university senate?

	SM&T	Clerical	Tech.Pro.	Admin.	TOTAL
Yes	9 32.1	5 25.0	17 41.5	5 11.9	36 37.5
No	19 67.9	15 75.0	24 58.5	2 7.6	60 62.5
TOTAL	28 100.0	20 100.0	41 100.0	7 100.0	96 100.0

TABLE XV

Question #29: Would you be willing to serve as a representative in such an organization as a civil service staff governing body?

	SM&T	Clerical	Tech.Pro.	Admin.	TOTAL
Yes	10 37.0	7 35.0	18 42.9	5 11.9	40 41.7
No	17 63.0	13 65.0	24 57.1	2 7.6	56 58.3
TOTAL	27 100.0	20 100.0	42 100.0	7 100.0	96 100.0

Student respondents tend to be very reluctant to serve on an all-University Senate with only 37.5% willing to do so. They appear to be less reluctant to serve on a Civil Service body but still only 42% indicate a willingness to be representatives.

CONCLUSIONS

1. Student employees are much more interested in Student Affairs than in employment matters and in most cases see themselves as students rather than employees.
2. A slight majority of respondents prefer to see Civil Service representation on a governing body but only 40% of the students at the most would be willing to serve on such a body.
3. Student employees feel that they have little influence on University policy making and they think the situation is getting worse rather than better.
4. Students do not think that Civil Service employees are very important, influential or loyal to the University.