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UA28/1 The Personnel File

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The Personnel File

Be An Active Listener!

Professors Barbara R. Johnson and Evan E. Rudolph teach organizationally related communication courses in the Communication and Theatre department at Western. The following tips on listening have been adapted from *The Executive Communication System*, 1982, a book they wrote and use in their industrial executive speaking seminars.

- | | Yes | No |
|--|-----|-----|
| 1. Do you tend to lose interest or daydream while others are talking? | ___ | ___ |
| 2. Do you ever find yourself thinking about unrelated topics while someone is talking? | ___ | ___ |
| 3. Do you ever have to listen to dull or boring people who fail to interest you and hold your attention? | ___ | ___ |
| 4. Have you ever sat through a speech and found at the end you could not remember much of what the speaker said? | ___ | ___ |

Most of the time we answer yes to questions like these - and quite often

the blame lies with the speaker rather than the listener. We can't help the speaker speak, but we can use our listening skills to get everything we can from the speaker.

Many of us assume that listening ability is based on overall intelligence. Not so. Listening is a skill which is developed, not one we are born with. Effective listening can be learned.

Some of us believe that if we listen a lot, we will become good listeners. Again not so. Practice does not always make perfect. If a person has developed poor listening habits, repeated practice of these habits will not improve his listening, but will just make his habits harder to change. Perfect practice makes perfect, but how many of us can practice perfectly? Too few.

This step by step approach will help you become a more active, effective listener.

1. Be open minded

Be well-rested and mentally alert. Be aware of your own prejudices and biases.

Remain open minded, interested, and empathic. Try to see the subject from the speaker's point of view, as well as your own.

(continued on page 6)

WKU Self-Study Nears Completion

The Western Kentucky University institutional self-study, conducted as part of the reaffirmation of accreditation process by the Southern Association of Colleges and Schools (SACS), is nearing completion. The self-study process, which began in the spring semester of 1982 with the selection of the steering committee, is now in the institutional report preparation stage. A draft of the report is scheduled to be ready for review in December, 1983.

The self-study process required departments and units across the university to engage in individual self studies and to submit reports to the Steering Committee. Departmental/unit self studies were conducted during the fall semester, 1982. Principal Committees were appointed during the fall semester and began an in-depth study of the institution in accordance with the eleven SACS standards. In addition a survey of faculty, administrators, students, and alumni was conducted by a special committee appointed for this purpose.

The Principal Committees utilized 95 departmental/unit reports, the survey results, and university records and publications in preparing the Principal Committee reports — one for each standard. Most of these reports were received by the Steering Committee and the Executive Committee, (consisting of top administrative officials and chaired by the President) at the end of the spring semester. The remaining reports were received during the summer 1983.

A Writing Team began preparing the institutional report during the summer and is continuing the writing and editing process this semester. The completed institutional report will be reviewed by the Executive Committee, Steering Committee, and Board of Regents prior to the final copies being reproduced. Copies of the final report will be sent to members of the SACS visiting team prior to their visit in April, 1984.

Physical Plant Department Keeps WKU Physically Fit

The Physical Plant department is responsible for heating, cooling, cleaning and maintaining over 4,000,000 square feet of floor space contained in over 100 buildings on campus and at the University farm.

This department, however, is not only concerned with the care of the buildings, covered by over 10 acres of roofing, but is responsible for the care and maintenance of 1,000 acres of University land with 200 acres intensively maintained.

The landscaping, maintenance of drives, sidewalks and parking lots, the erection and care of signs and the operation of a solid waste pick-up system are only a few duties performed by this department that make Western Kentucky University, according to the *Sun Belt Conference Media Guide*, "one of the most beautiful campuses in the nation."

This department has the resources and capabilities that according to Kemble Johnson, Assistant Administrator, allow the University to function almost "like a city in itself."

A department with such a large number of employees and diverse responsibilities could not function efficiently without careful organization and excellent supervision. The Physical Plant department has both qualities.

Owen Lawson, Physical Plant Administrator, is quick to point out, however, that the "credit is given to the many persons in the Physical Plant department who have continued to serve with reduced funds."

"The Physical Plant department has been affected considerably by reductions of funds in the last 3 years," Mr. Lawson said. "The department is continually asked to do more with fewer dollars and fewer people. Our employees have adjusted and continue to provide good service on a reduced budget."

The Physical Plant department also provides valuable hands-on experience for as many as 45 student employees.

"We have a lot of highly qualified students working with us," Mr. Johnson said.

The department is not only concerned with the proper management of its human resources, but a computerized Energy Conservation System controls the major energy using devices on campus. Mr. Johnson said this system "has saved hundreds of thousands of dollars" since its implementation.



Who's Who in the Physical Plant

Often, faculty and staff are unsure who to contact in various departments when a question or problem arises. The following is an index of who to contact regarding Physical Plant matters. We suggest you keep this listing handy for future reference.

The Personnel File will periodically list contacts in other offices for your convenience.

Functional Areas

Physical Plant administrative operational procedures and capital construction coordination

Maintenance coordination, keys, locks, and vehicle administration

Estimating, scheduling, carpentry, re-decorating, remodeling, etc.

Heating, ventilating/air conditioning, plumbing, and Central Heating Plant

Communications, energy management computer systems, and utility billing

Housekeeping Services

Housekeeping Services

Landscape maintenance, solid waste collections, campus cleaning and beautification care

Work Order Control Center

Name and Title

Owen Lawson, Jr.,
Administrator, Physical Plant
and Facilities Management

Kemble Johnson,
Assistant Administrator

Ewell Scott, Superintendent
of Building Trades

William Harrison, Superintendent
of Mechanical Services

Robert Wiltshire, Superintendent
of Utility, Electronics, and
Communications

Keith Pennington, Superintendent
of Building Services

Evelyn Hayes, Assistant Super-
intendent of Building Services

Claude Threlkeld, Superintendent
of Landscaping

Sue Borders and Doris Elmore,
Work Control Center Clerks

All work orders are to be directed to the work control center. The telephone number for the Physical Plant is 745-3253.

Networking Works For Women's Alliance

The Women's Alliance of Western Kentucky University kicked off their year's activities with an organizational meeting on September 27. The officers explained the theme for the year, Professionalism through Networking—Identification of Women of Western Kentucky University, and distributed the agenda for this year's meetings.

The purpose of the organization is to promote the professional development of women employed at Western Kentucky University and to provide a network to assist women in the development of their professional skills.

There will be a different panel of speakers each month representing a different level of the organizational structure at Western Kentucky University to share information relevant to their positions. On October 26, Mary Ellen Miller, a member of the Board of Regents, will be the guest speaker.

"One way to develop professionally is by knowing the formal and informal organizational structure of the University," Valerie Kinder, President of the Women's Alliance, said.

"By getting to know each other at Western, what we do, what we have in common, what information we know about the informal and formal structure—all of this builds confidence and a sense of 'belonging,' and professionalism can develop in our character, spirit and method," Mrs. Kinder said.

Who can become a member of the Women's Alliance? According to Mrs. Kinder, "Anyone who subscribes to the purpose is eligible for membership."

Mrs. Kinder points out although it is fine to have professional abilities, unless you let other people know of your capabilities, your professional growth may reach a "dead end."

Mrs. Kinder came to Western in 1975 as a clerical worker. While working, she finished her Bachelor of Science Degree in Administrative Services/Economics. She believes networking was a main factor in helping her obtain her position as manager of the Credit Union.

"It has been said, 'Where you are tomorrow depends upon who you meet on the way to work today.' Those words ring especially true for me. Without networking or resourcing, I would have had much more difficulty in obtaining my present position," Mrs. Kinder said.

WKU New Employees

The Personnel File would like to welcome the following new employees. We hope your experience here will be personally and professionally rewarding.

Annie Allen—Physical Plant, building services attendant
 William Breakfield—Physical Plant, groundskeeper
 Sharon Clark—Housing, general clerk
 Brenda O. Dickson—Computer Science, administrative secretary
 Michael Germanceri—Physical Plant, building services attendant
 Mary Kay Krell—Public Information, designer
 Barbara Lee-Robinson—Nursing, assistant professor
 Gregg McKinney—Small Business Development Center, assistant director
 Virgil Miller—Physical Plant, building services attendant
 Evon Rajewich—Physical Plant, roofing repair specialist II
 Linda Smith—Physical Plant, building services attendant
 Thomas Washburn—College Heights Bookstore, bookstore clerk



1983-84 CALENDAR OF EVENTS

October 26, noon	Mary Ellen Miller, Board of Regents "Organization of Western Kentucky University"
November 22, noon	Panel: Women in Student Affairs
December 13, 7 a.m.	Informal Breakfast Meeting "How to Have Your Holiday Cake and Eat It Too"
January 24, noon	Panel: Women in Humanities
February 28, noon	Panel: Women in Business
March 27, noon	Panel: Women in Science
April 24, noon	Panel: Women in Education
May 1, 7 a.m.	Informal Breakfast Meeting "The Great Escape: Planning Your Summer Getaway"
June 26, noon	Panel: Women in Support Areas and Business Affairs
July 24, noon	Panel: Women in Library and Media Services
August 28, noon	Election of Officers

Promotions and Transfers

The Personnel File would like to offer congratulations to the following employees who were recently promoted or transferred:

Theresa Gerard—from hostess, Downing University Center to hostess, Garrett Conference Center
David Gordon—from staff assistant, Continuing Education Programs to staff assistant, Downing University Center
Phillip Vance—from assistant residence hall director, Pearce Ford Tower, to residence hall director, North Hall
Bluford Yates—from building services attendant, Physical Plant, to building services group leader
Edmund Zibart—from building services attendant, Physical Plant, to building services group leader

Foe Directs WKU Research

The Office of Institutional Research is responsible for conducting research on the University itself. Not only does this office collect and transmit data to numerous state and federal institutions, it also, with an awareness of educational goals and resources, performs research in the areas of need, concern, predictability and change that should be taking place within the institution. Who better then should head this department than one who has experienced the changes and the growth of Western Kentucky University for the last 23 years. This month, *The Personnel File* would like to feature John L. Foe, Director of Institutional Research.

Prior to his 1981 appointment as Director of Institutional Research, Mr. Foe served as Supervisor of Data Processing and Operations Manager in the Computer Center. He was instrumental in the establishment of the Data Processing department.

In fact, when Mr. Foe came to Western in 1960 as Supervisor of Data Processing, he was the only instructor for data processing, which required him to be very flexible.

"We did not have a set teaching load like teachers have today. We just taught all the classes that the students needed," Mr. Foe said.

For 13 years he not only taught data processing, statistics, and mathematics, but also served as Assistant to the Registrar.

"I have seen Western really grow. In 1960, there was an enrollment of 2,000 students," Mr. Foe said. "Everyone knew everyone."

"The campus was small, too. When I first started, there were only six buildings at the top of the hill. Cherry Hall was the academic building. You could take all of your classes in that one building. Science, English, mathematics—everything was taught in Cherry Hall," Mr. Foe said.

Mr. Foe is a graduate of Western Kentucky University. He received his Bachelor of Science degree and his Master of Arts in School Administration Degree in only three and one-half years. He has also studied at the University of Tennessee and the University of Chicago.

Mr. Foe is married and has three daughters. His wife, Vivian, teaches at a local junior high school. His three daughters are enrolled at Western. As a family they enjoy traveling and visiting different places.

Mr. Foe said he has visited every state but three. This comes as a result from not only his family trips but also from his time spent in the service.

He served in the Air Force for five years as a Staff Sergeant and was an administrative specialist. He also was a member of a singing group, The Vocalaires, in Texas. They were rated the best in the Air Force.

He serves as an active Deacon at the First Baptist Church. He is also Treasurer and Board Member of the Southern Regional Baptist Assembly at Brownsville, Kentucky.



Since coming to Western Kentucky University 23 years ago, Mr. Foe has worked under the direction of all but 2 University Presidents.



Thanksgiving Holiday Schedule

For the Thanksgiving holidays, all offices will close at 4:00 p.m. on Wednesday, November 23 and reopen at 8:00 a.m. on Monday, November 28. Enjoy your holiday!

Bi-weekly and student payroll checks will be available November 23, 1983.



Ivan Wilson Center for Fine Arts was named for Dr. Wilson who served as head of the Art department for 25 years.

October Spotlights from Western's History

The following information was taken from old copies of *The College Heights Herald*.

55 Years Ago

On October 5, 1928, the Russian Symphonic Choir performed in a newly repainted and remodeled Van Meter Auditorium.

35 Years Ago

Wayne Guthrie, Indianapolis News Assistant Managing Editor, described his eye-witness account of the atomic bomb experiments at Bikini in 1946.

25 Years Ago

Enrollment for the fall semester of 1958 set two records: largest fall enrollment in history and largest freshman class. There were 3,300 students enrolled.

10 Years Ago

Dedication was held for the Ivan Wilson Center for the Fine Arts

Travel Insurance: What is covered?

An important employee benefit that receives little publicity is our group insurance for business travel. When people do think of it, they raise important questions such as, "What does it cover?", "Who is covered and when?", and "What is the amount of insurance?". This article will attempt to answer those questions.

The Business Travel Accident Insurance policy is purchased through the Hartford Accident and Indemnity Company of Hartford, Connecticut. As its title implies, employees are insured while they are in travel status conducting business for the University. The master policy provides in pertinent part as follows:

The term "while on the business of the Policyholder" as used in this Hazard means while on assignment by or at the direction of the Policyholder for the purpose of furthering the business of the Policyholder. . . .

Any official off-campus business travel is covered under the policy. For example, when a faculty member travels to another institution to attend a meeting or present a paper, when approved by the department head, such travel would be official business travel. Another example would be a staff member who is in travel status to deliver a University vehicle or other state equipment to Frankfort. The basis for coverage in all cases requires that travel be off-campus and for the purpose of conducting official business.

All active members of the faculty and staff are covered in the amount of \$100,000.00 for accidental death or dismemberment while in official travel status. There is an aggregate limitation, however, for any one accident of \$500,000.00. Under the term of our contract with Hartford, the beneficiary for individual claims is the same for business travel insurance as for group life insurance. If you list your wife or husband as the beneficiary of your group life insurance policy, that same person would be the beneficiary for your travel insurance.

Here are some typical questions:

Q. "I'm taking a group of biology students on a field trip, are we covered by the travel insurance?"

A. The faculty member (employee) would be covered. The students would not be covered.

Q. "How about graduate assistants?"

A. Graduate assistants are not covered.

Q. "I intend to travel overseas while on sabbatical, will I be covered?"

A. Yes. Travel in connection with an approved sabbatical leave is considered to be official business.

Q. "I live out in the county, am I covered while driving to and from work?"

A. No

Q. "Are coaches and trainers covered while traveling to and from out-of-town athletic events?"

A. Yes

Q. "Are graduate assistant coaches covered?"

A. No

Q. "I sometimes travel at my own expense while doing research in my academic discipline, does the business travel insurance coverage apply even when I am not in a paid travel status?"

A. If the travel is approved in advance by your department head, it would be considered official business travel.

Remember, these questions and answers relate only to the business travel insurance. There are other coverages such as Workers Compensation, Student Athletic Travel and Accident Insurance, and Intercollegiate Travel Accident Insurance which may apply. Feel free to contact Jim Tomes (745-2071) if you are planning a trip and have questions about your insurance.

Service Anniversaries

The following Western employees celebrated service anniversaries in October. Congratulations to each of you from *The Personnel File*.

20 Years

Macel Whalin—Mrs. Whalin is a checker at the Downing University Center Grill. Since her start as a helper in the Western Grill, she has received several promotions in her 20 years at Western.

15 Years

Kenny Wells—Mr. Wells started working as an air conditioning technician for Western in 1968. He has received several promotions to his current position as assistant air conditioning supervisor.

5 Years

Janet Allen—In her five years at Western, Mrs. Allen has worked as an administrative secretary. She works in the Office of Developmental Studies.

Annie Davis—Mrs. Davis has worked as a building service attendant during her 5 years of employment at Western Kentucky University.

Constance Foster—Mrs. Foster works in the Library Automation and Technical Services Department. She is the supervisor of the Data and Book Processing Unit and holds the rank of assistant professor.

Carol Hartman—Since coming to Western five years ago, Mrs. Hartman has been promoted from an administrative secretary to a senior departmental secretary. She works in the Department of Educational Services.

Reginald Laswell—Mr. Laswell has worked for WKU since 1978 as head of the Department of Library Automation and Technical Services. He also holds the rank of associate professor.

Marian Rogers—Mrs. Rogers has worked in the Athletic Director's Office since coming to Western Kentucky University in 1978. She was recently promoted to senior administrative secretary.

Neva Whitlow—Mrs. Whitlow is employed as a building services attendant. She has worked for the University since October 1978.

WAB Employees Will Miss Retiree

There are many facets of a work environment that are hardly noticed and taken for granted. . . the potted plant in the foyer that started as a seedling and is now mature, the ringing of the classroom bells that toll the passing of time and maybe. . . even a person who greets you with a friendly smile while performing his daily tasks, and although you may take no special note of these incidents while they are there, you would miss them if they were gone.

For the employees in the Wetherby Administration Building, something is missing. That something is somebody—Oakley R. Hinton.

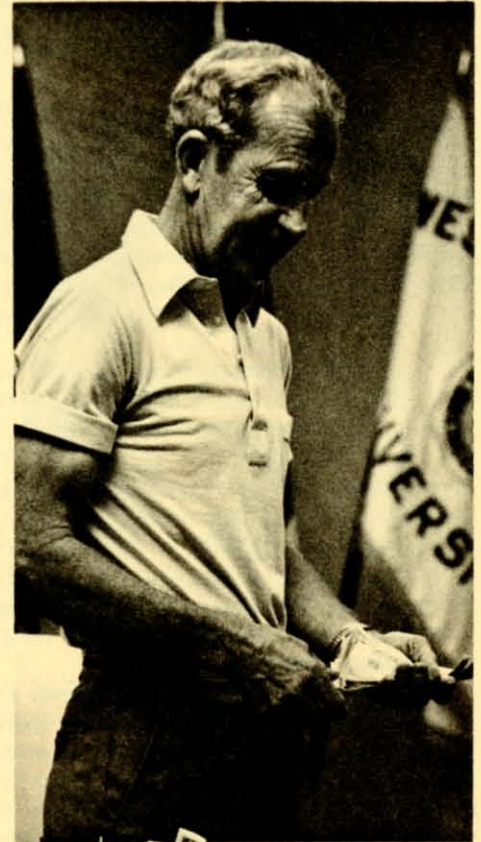
The building services group leader for the Physical Plant department has retired after nearly 20 years of service to Western Kentucky University. Most of this time was spent working in the Wetherby Administration Building.

What type of individual was Mr. Hinton? According to Diane Lawson, executive secretary to Dr. Paul Cook, "he was friendly and personable. He was always willing to help in any way possible and if it was something that could not be done. . . he would find a way to do it."

On September 2, the employees in the building hosted a reception in Mr. Hinton's honor. There he received a traditional gift and an untraditional gift. He received a watch from his co-workers and a broom from the building employees.

The broom, however, was not your normal everyday broom. The handle was brightly wrapped and the straw end was decorated with a ribbon. When Mr. Hinton unwrapped the ribbon, he found out just how unusual this broom was. The handle was not only wrapped by ribbon but by a chain of \$5.00 bills.

"Our feelings about Mr. Hinton's departure are mixed," James B. Tomes, Director of Personnel Services, said. "We are sorry that he is gone but happy that he will now begin an enjoyable and well-deserved retirement. Like all of Western's retirees, he is always welcome on campus and we expect him to visit all his friends at Wetherby and the Physical Plant frequently.



Mr. Hinton looks at the gifts he received from friends and fellow workers in the Wetherby Administration Building. Although the reception was a total surprise to Mr. Hinton, the employees of WAB were probably equally surprised that the "secret" could be kept secret.

(Be An Active Listener continued)

2. Avoid Distractions

Once we get used to a speaker's voice and gestures and get a general idea of what he is saying, we sometimes seek out other objects of attention. It can be anything from a hangnail or newspaper, to daydreaming about activities for later in the day. This will obviously interfere with our ability to listen. Don't let the habit of giving in to distractions get away from you, because you may find yourself doing it to an important speaker or someone with something very worthwhile to say.

3. Give physical signs to show mental involvement

Make your body part of the active listening process:

- Use facial expressions and body movement to tell how well you understand the message.

- Nod when you agree, raise your eyebrows when you are confused, and smile when you are pleased.

The speaker and listener gain when the listener **shows** involvement. There is an increase in understanding and a

saving of time.

4. Ask questions

Too often we feel we should not interrupt the speaker. In a true communication experience, both parties must understand each other. If something is not clear, politely ask a question. This will give you a chance to accept the information or reject it based on what you understand instead of what you **think** you heard.

5. Give verbal signs to agree or disagree with logic, arguments, or statistics

These signs let the speaker know that you understand and are following or that you don't understand and are not following. You might use "Uh huh", "Yes", "I know", "Would you repeat that?" or similar statement you feel comfortable with.

6. Ask for clarification of unclear information

When you have listened to something important, rephrase it according to your understanding and repeat it to the

speaker to check whether you have it right. Never make assumptions. They are often responsible for misunderstandings. Obey the old rule. . . Assume nothing.

7. Look for consistent non-verbal clues

When listening to speakers, we must understand much of what is communicated is expressed without words. Facial expressions, tone of voice, and gestures must be consistent with the verbal message. A speaker's words may be saying one thing while the speaker's actions may be telling you the opposite. When someone tells us how happy he is with a frown on his face, we tend to believe what we see instead of what we hear.

* * * * *

These 7 steps, when used, can become a habit with little effort. But they do demand total active involvement of the listener. With your commitment to the listening process, you can make better use of your valuable time through active listening.