

[In these minutes: Committee reports, Leadership Mining presentation with President Bruininks, Report from the Office for Conflict Resolution]

CAPA MEETING
Friday, November 20, 2009

PRESENT

Representatives: Sarah Waldemar (chair), Neil Anderson, Richard Brown, Brenda Carriere, Will Craig, Christine DeZelar-Tiedman, Stephanie Dilworth, Frank Douma, Pamela Enrici, Michael Fridgen, Scott Gilbert, Shawn Haag, Ann Hagen, Cynthia Hagley, Caitrin Mullan, David Nicolai, William Patrek, Steven Pearthree, Rand Rasmussen, Bill Roberts, Caroline Rosen, Laura Seifert, Andrew Swain, Travis Trautman, Roger Wareham, Sheryl Weber-Paxton, Pamela Wilson.

Alternates: Agnes Chagani, Stephen Hearn, Mary Jetter, Mahjoub Labyad, Rebecca Moss, Randolph Park, Tatyana Shamliyan, Gale Shea, Kimberly Simon, Leslie Zenk.

ABSENT/REGRETS

Regrets: Laurene Christensen, Susan Doerr, Jaime Gearhart, Dawn Hoover, Kirsten Jansen, Patrice Webster, Julie Westlund.

Absent: Jessica Kuecker Grotjohn, Scott Madill, Meg Stephenson.

1. APPROVAL OF SEPTEMBER 18 MINUTES

The minutes were approved as amended.

2. COMMITTEE REPORTS

Benefits and Compensation (B&C)

Steven Pearthree stated that this year's personal holiday information has been updated on the web. The Benefits & Compensation Committee was informed of the new socially-responsible investment option, was provided an update from the Benefits Advisory Committee on federal legislation and the upcoming pharmacy plan rebid, reviewed policies on holding public office, performance reviews, and appointments, developed a work plan, and lastly discussed the 27 pay period issue. He noted that the revision to the performance review policy does contain language on University service as one of the criteria.

Communications

Susan Doerr noted that the committee has sent several emails in the last few days for the newsletter and first brown bag. Spotlight articles have been developed through December. The committee will be developing an email on the 27 pay periods to send to all P&A.

Professional Development and Recognition (PD&R)

Mary Jetter said there were 20-25 people at the first brown bag. The next one is on December 10 with the topic being CAPA's Executive Committee. If anyone has ideas for other topics or guests, please let her know. PD&R is also revising the unit award guidelines and providing input on the Human Resources professional development fair.

Representation and Governance (R&G)

William Roberts said that the work plan has been completed and progress is being made on securing the remaining representatives and alternates. He then said that he needs to step aside as chair for the remainder of this year. He nominated Stephen Hearn for the position. A motion was made, seconded, and approved to have Stephen Hearn as the new R&G Chair.

3. EXECUTIVE COMMITTEE REPORT

Chair Waldemar reminded members that the leadership mining presentations begin today with President Bruininks. She will announce future speakers once scheduled. She met with the Faculty Affairs Committee (SCFA) on the topic of 27 pay periods. It does not appear that this issue is resolved as Human Resources asked members at the meeting to provide them with additional low-to-no cost options. As most employees would like to be paid for this time, that was suggested, but it would result in fewer jobs. One other option might be to provide 10 additional vacation days.

The Advocacy Plan was approved in September and work plans are now being developed for each item. She thanked P&As for their contributions to the Community Fund Drive. This employee group was again the highest contributor in terms of dollars and percentage. Amber Fox was the appointed P&A to the Future Financial Resources Task Force and has been appointed to the Advancing Excellence Steering Committee. She will provide updates as needed.

Lastly she asked for volunteers for New Employee Orientation in December-February.

4. LEADERSHIP MINING DISCUSSION WITH PRESIDENT BRUININKS

Chair Waldemar then introduced President Bruininks as the first speaker in this year's monthly leadership mining series.

President Bruininks thanked CAPA for the opportunity to speak on this profoundly important topic which is an area of personal interest for him. He helped to start the undergraduate leadership minor and has written in the areas of public and civic leadership.

While there are more leaders in society, the concept is less coherent. Today's institutions are not working as well due to less civility and direction by their leaders. Citizens need to reclaim the high ground and practice the values of good leadership. Many people at the University are thinking of this broad topic and have influenced a consortium of leadership centers that pull together various disciplines.

The tendency in society is to vest leadership in a person or office and glorify stars as leaders. Instead, leadership should be a widely-distributed asset and resource with broadly-shared responsibility.

From his perspective, there are several qualities in leaders. One is that leaders go out to try to change things and make them better for citizens. This is the concept behind servant leadership. A leader is a servant first and makes a conscience choice to lead, while doing their best to empower others to lead as well. This allows buy-in from citizens for decisions.

A second quality is that when confronted with a major problem, leaders are able to figure out the core values. Leaders cannot focus on tactics and strategies without agreement from all sides on the core values underlying the issue. This then establishes the direction for resolving the issue. Leaders also know that divergent opinions are necessary, strengths and weaknesses need to be assessed, and growth is a process and not an end state.

The mission of the University is based on a sense of values that include 1) excellence is not an act but a habit, 2) faith in democratic institutions and knowing that people know more collectively than one single person, 3) commitment to collaborations, partnerships, and connections, 4) commitment to diversity in race, culture, and economy creates a respect for divergent ideas, and 5) ability to see connections and the long-term course.

Leaders can sometimes feel like they have failed on a daily basis, but they need to think long-term by acting on good information in a timely way. If a leader is too cautious to use capital and take risk, then they will not be a successful leader. A leader needs to put themselves on the line and be willing to fail.

Q: If leadership is about change, why are many of today's leaders more involved in advancing their own agendas, which just creates winners and losers?

A: Part of the problem is that there is now a polarized political system and citizens are not taking control and increasing their level of engagement. All parties need to work together to solve problems.

Q: Is there an issue with not teaching today's youth to think of the common good?

A: Everyone needs to talk about what exactly is the common good. Industry cannot succeed if there are problems in K-12 and higher education.

Q: What is the status of the chancellor search at Duluth?

A: An email was sent to campus today. Meetings are being held with every segment of the community to determine the issues and qualities needed in the new chancellor. These can then be incorporated in the job description. He will be meeting with the search committee on November 30 to discuss the leadership transition and the necessity for the new person to be able to lead through turbulent times.

Q: With the recent retirements and less hiring, some employees are now doing the same work with fewer people. Will there be rewards to retain these employees?

A: The current hiring pause is not a permanent strategy. Strategic replacements are needed. The University will try to compete for employees by allowing salary adjustments. The University needs to rethink how it runs and its business processes. The current system can sometimes hold people back from doing rewarding work and identifying solutions. Decentralization as a core value needs to be discussed. However, turning a centralized system into a decentralized one, such as EFS, can put stress on employees and lower work productivity.

Q: Is the University's tolerance for risk changing?

A: The University's appetite for risk is low now which has created over-regulation. This system does not allow employees to solve problems. More honesty and integrity needs to be endowed in employees.

Q: The University seems to be doing well now, but what will be the situation in the next biennium?

A: The situation can always be worse. The next budget forecast is due December 2, at which time a sizeable deficit is predicted. This could increase by the February forecast. Unallotment is a possibility. The University was already reduced from \$706 million to \$627 million. Due to stimulus funding, the University's budget can only be reduced by another \$36 million. By FY13-14, the budget deficit is predicted to be \$4-7 billion if the legislature does not fix the budget but simply moves it to the next biennium.

Q: How will the University offset these cuts?

A: Tuition will be increased but financial aid for students will also increase proportionately. This year tuition revenue was greater than state revenue, and there is no sign that this trend will change, but only accelerate.

Q: How is the University ensuring that it will not be in the same situation as the California higher education system?

A: The University continues to model long-range plans with a 6.5 percent regular tuition increase. The University's tuition is not at the price point for undergraduates, but it could be by FY15-16 if the state situation continues to worsen.

Q: The University has discussed narrowing the scope of its academic programs. What are the factors and the process?

A: The Advancing Excellence Steering Committee has been created to determine some of the factors, but the administration will ultimately make the decisions. There is not a clear decision on how or when this will be completed as the process is very important.

Q: How does the University balance the short-term situations with improvements that might be possible in 6-7 years?

A: The economic situation will only improve by that time if the state grows its revenues. The University needs a 2.3 percent increase, or \$80 million, each year just to maintain its base operations. However, a state presentation made recently paints a very bleak picture. Without increased revenue, the state's entire budget will be consumed by health care for an aging population in 20 years.

4. REPORT FROM THE OFFICE FOR CONFLICT RESOLUTION

Carolyn Chalmers, Director of the Office for Conflict Resolution (OCR), joined the meeting to discuss her office and its annual report. She said that OCR is the system-wide office for resolving employee disputes and problem-solving for employees. Most P&A do not use her office, so she would like to increase awareness of available services. There is both an informal and formal process, but the formal process is rarely used. The informal process involves confidential talks with the employee to brainstorm options, provide coaching, and outline further steps that can be taken.

Q: Is there a reason for the low level for formal processes?

A: Many cases are not ripe for a hearing and she is able to provide assistance earlier in the process.

Q: How does OCR differ from the Employee Assistance Program (EAP)?

A: EAP employs licensed psychologists to handle individual, emotional situations which are many times personal matters outside the workplace that are affecting an employee's work. OCR has situations stemming from the work environment. She works closely with these other offices to steer employees to the correct service.

Q: What is the OCR presence on the coordinate campuses? Are there office hours for service?

A: There are people on each campus who know about OCR. If a coordinate campus employee needs her office's services, it usually starts with a phone conversation to determine if an in-person meeting is necessary. It might be possible to try office hours on each campus.

Q: Where is the office located?

A: It is the on sixth floor of Heller Hall which provides isolation and security for employees needing assistance.

It was suggested that an article be developed for the newsletter to highlight the office and that a brown bag session be held on the subject to include OCR and EAP.

6. NEW BUSINESS

The committee work plans were approved as presented.

Coordinate campus members asked that meetings be started at 9:30 am if they will only last two hours. This will allow more time for travel.

7. OLD BUSINESS

With no further business, Chair Waldemar thanked the members for attending and adjourned the meeting.

Becky Hippert
University Senate