

[In these minutes: Committee reports, Leadership Mining presentation with Vice Provost and Dean Henning Schroeder, Outstanding Unit Award guidelines, CAPA Senate project plan, Changes to CAPA governance documents, Approval of Resolution on Faculty Support of P&A in Governance]

CAPA MEETING

Friday, February 19, 2010

PRESENT

Representatives: Sarah Waldemar (chair), Neil Anderson, Richard Brown, Brenda Carriere, Will Craig, Christine DeZelar-Tiedman, Stephanie Dilworth, Susan Doerr, Frank Douma, Pamela Enrici, Michael Fridgen, Shawn Haag, Ann Hagen, Cynthia Hagley, Kirsten Jamsen, Jessica Kuecker Grotjohn, Scott Madill, Caitrin Mullan, William Patrek, Steven Pearthree, Bill Roberts, Caroline Rosen, Meg Stephenson, Travis Trautman, Roger Wareham, Sheryl Weber-Paxton, Patrice Webster, Julie Westlund.

Alternates: Jodi Carlson, Agnes Chagani, Stephen Hearn, Mary Jetter, Karen Lilley, Rebecca Moss, Karen Nichols.

Senators: Elaine Challacombe.

ABSENT/REGRETS

Regrets: David Nicolai, Laura Seifert, Leslie Zenk.

Absent: John Borchert, Amber Fox, Jaime Gearhart, Scott Gilbert, Barbara Jensen, Rand Rasmussen, Pam Stenhjem, Andrew Swain, Kendra Weber, Pamela Wilson.

1. COMMITTEE REPORTS

Benefits and Compensation (B&C)

Steven Pearthree said that B&C met on February 3. Topics included the Recruitment and Selection of Faculty and Academic Professional and Administrative Employees policy from Susan Rafferty, retirement plan comparison from Jackie Singer, and more accurate vacation balance reports for P&A. Mary Luther will provide an update on the job classification study at the March 3 meeting.

Communications

Susan Doerr noted that the P&A newsletter was sent last week and work has started on the next issue.

Professional Development and Recognition (PD&R)

Mary Jetter said last week's brown bag featured Julie Tonneson from the Budget Office. There were many people in attendance, both in-person and online. The next date is March 11. The topic in April will be wellness and May's will be University Athletics. The Unit Award guidelines have been revised and will be presented later. Lastly, the Office of Human Resources

will be holding a professional development fair again this year and have offered CAPA a table. Staffing by CAPA members is needed. Please let her know if a member can attend.

Representation and Governance (R&G)

Stephen Hearn said that the governance documents have had their annual revision and will be presented later. Attendance was also discussed at the last R&G meeting. Members and alternates should remember to sign-in since a member can be removed for four missed meetings. This year's attendance was distributed for review by members.

2. EXECUTIVE COMMITTEE REPORT

Chair Waldemar reminded members that chairs are needed for next year's CAPA committees. P&A members are also being sought for several Senate and University committees. An email will be sent with links to applications. She visited Duluth last week and will visit Crookston and Morris on March 29-30.

She then reported on the meeting she and Steven Pearthree had with Vice Presidents Carrier and Pfitzenreuter. The only decision that has been made is that everyone will be paid for 27 pay periods, although a decision has not yet been made on where to get \$41 million. Central is modeling over 10 scenarios, including tiering and furloughs. There is also talking of delaying payment of the two percent increase until January or June, possibly based on an employee's base salary. A decision will need to be made quickly, and they asked that CAPA be involved in informing P&A.

Lastly, she and Will Craig met with two Regents on Tuesday to discuss the presidential search process. They were asked three questions: 1) what does the University need, 2) what should the search look for in a president, and, 3) who would they suggest for the position? A search firm has been hired but applications and nominees are also being sought from other sources. A 12-member advisory committee is being established in March or April. The committee will include one representative from an employee group. The goal is to have someone named by December or January so the new president can be in place by July 2011. The Regents website will allow people to submit comments and questions.

The committee asked that the employee representative on the advisory committee be invited to a CAPA meeting to discuss the search process if allowed.

3. LEADERSHIP MINING DISCUSSION WITH VICE PROVOST AND DEAN HENNING SCHROEDER

Chair Waldemar then introduced Henning Schroeder, Vice Provost and Dean of the Graduate School, as this month's speaker.

Vice Provost Schroeder thanked the committee for the opportunity to speak on this topic. His education was in Germany which is a very different system. So different in fact that this type of meeting would not happen there. In Germany the belief is that someone either has leadership qualities or does not, and if they do not then they cannot learn or be taught.

Recruitment for positions, such as department chair, is also different in that there is a short interview with a few people and then the candidate gives a lecture on his or her subject matter expertise. Questions are only asked about one's subject matter expertise and individual interviews are not held to determine what a candidate brings to the position besides their subject matter expertise.

He is amazed by the appreciation for leadership qualities at the University and the way that they are built into the curriculum. The concept here is that leadership is definitely teachable and learnable, not just an innate quality.

In his 2 ½ years at the University, he has found it to be a very welcoming place. When he first arrived, people made sure that he was quickly connected with others to help him. It was a community effort to bring him to a place where he feels comfortable leading in this institution.

Also distinct from Germany is that inclusion of human qualities into a leader. He spent eight years as a department head in the former East Germany. The situation there was new for him in that he encountered brutally-enforced harmony. There were no divergent opinions or disagreements at meetings. He needed to make sure that his actions in this position were very transparent so as not to be seen as suspicious by his colleagues.

In conclusion, a leader needs to master a simple list of skills that include transparency, asking the right questions to reach the goal, creating enthusiasm for buy-in to the process and outcomes, openness, and the ability to listen and communicate effectively.

Q: If development of leadership was not previously encouraged, how did you learn these skills and make a transition?

A: As training was not offered, he studied examples around him and began to study the subject on his own. He knew what he did not want to have happen which was to have all the power just because he was put in a leadership role. At the University leaders are always being reviewed and held accountable which makes them prove everyday why they have their position. This accountability is missing from leadership in other cultures.

Q: Sometimes what is considered leadership can also be a form of professionalism. How can one always remember to hold to their values?

A: He has learned that no matter where or in what position one is in, there are always situations to exert one's leadership ability since it is not tied to one's level or position. People are exposed to leadership, both good and bad, through training, books, ideas, and other people throughout their lives.

Q: What will be the Graduate School's role in teaching leadership?

A: A report on the Graduate School was recently released which defines its function to be a convenor, collaborator, and facilitator of graduate education. There will be less central control or policing, but the Graduate School will still provide oversight of degree quality. A more efficient process is being planned so that graduate education can be more adaptable. Countries now establishing graduate programs have less bureaucratic baggage and are able to change more quickly. The University needs this approach as well. It can be accomplished by putting more trust in the local levels to control the program details.

The University of Iowa just made plans to eliminate 14 graduate programs. The University's approach on program changes will be to have decisions made at the local level with the Graduate School charging the review.

The University is not a corporation. It has an obligation and is privileged to generate new knowledge simply for the sake of knowing. It also has to preserve the existing knowledge for future generations. These important aspects are not seen on reports and cannot be forgotten in light of economic pressures.

Q: After listening, what will be the structure to analyze graduate education?

A: An objective picture of the situation is needed so he will hear all sides before making a decision. He will use his own experience to balance what he hears with what has been done in similar situations. A thorough review of the programs and processes is the goal.

Q: How will the Graduate School ensure buy-in?

A: The most important thing is to find common ground within the larger issue. If common ground is found, then everyone will be able to support the final decision. He will also need to acknowledge the contributions from those who were not fully supported and explain why a different decision was made. In the end, there is no way to satisfy everyone completely.

Q: When there are cuts, non-revenue-generating items are usually cut which usually leads to a decrease in information for future decisions. It is therefore refreshing to hear about knowledge for the sake of knowing. How will this concept be made an essential part of the new Graduate School?

A: He cannot deny that money is important, but if that is the only goal, then that is all that will be achieved. If people are allowed space, then other profitable ideas and knowledge are generated. The University needs to be open in its role in producing other types of profit.

Q: Preserving culture is a key component, which is best done at the local level. However, if decisions are made there, this is also the entity with the most to gain and the possibility to involve issues besides quality in these decisions. How will balance be ensured?

A: Criteria for determining good and promising programs will be developed at the Graduate School level, with use of these criteria at the local level. Program reviews will also be changed. Now external reviews are conducted on programs every 10 years. The new method will be a continuous, internal process involving both faculty and student participation. Similar programs will be put into a cohort using similar questions. The cohorts can be by subject matter or problematic areas. The University would be the first major institution to do reviews with the method.

Q: The current Graduate School oversight protects the rights of individuals and graduate students who at the bottom of the hierarchy. How will this be maintained?

A: This has been the concern at every meeting with students and his answer has always been that its advocacy role will continue. The Graduate School will work on improving advising and using other campus resources to help its students.

4. DISCUSSION OF UNIT AWARD GUIDELINES

Mary Jetter presented the revised Outstanding Unit Award (OUA) guidelines which were revised to focus on governance, leadership, professional development, supporting the University, and having a role in decision-making. The CAPA unit representative will also be involved in the process to get more connection between the winning unit and CAPA. Other changes include posting the rubric for making decisions, no longer requiring supporting materials, and removing criteria for morale and travel funding. The nominations are open from now until April 2. PD&R is scheduled to make a decision at its April 15 meeting so that the winner can be announced at the April 16 CAPA meeting.

5. DISCUSSION OF CAPA SENATE PROJECT PLAN

Chair Waldemar said that she has put together a small subcommittee to investigate the proposal to become a P&A Senate and then make a report back to CAPA in late spring. Updates will be provided at future meetings and comments are always welcome. The subcommittee will meet for 1.5 hours every other week to identify issues and then develop a list of pros and cons for each.

6. REVIEW OF CHANGES TO CAPA GOVERNANCE DOCUMENTS

Neil Anderson, R&G member, walked the representatives through the proposed changes to the governance documents. Any other changes should be sent to him by 4 pm on Thursday, March 4 for consideration. A vote will then be taken at the March CAPA meeting.

7. APPROVAL OF RESOLUTION ON FACULTY SUPPORT OF P&A IN GOVERNANCE

Randy Croce, P&A member on the Faculty Affairs Committee (SCFA), said that he and Chair Waldemar spoke with SCFA fall semester about faculty support for P&A in governance. A resolution between CAPA and SCFA was proposed, and this is the language. If approved by CAPA today, it will be presented to SCFA on February 23 and then go to the Faculty Senate on April 1 for approval.

Chair Waldemar said that revision of the performance review policy has not been progressing as quickly as once thought, but even if the policy was approved, this resolution is still necessary as faculty usually supervise P&A.

Randy Croce said that this resolution raises awareness of the issue and increases pressure to approve the policy revision.

Representatives noted that the resolution is meant to affect culture change and makes its clear what the policy intention is from the P&A perspective.

The resolution was then approved as presented.

8. OTHER BUSINESS

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

Becky Hippert
University Senate