



[In these minutes: Presentation of Outstanding Unit Award, Elections, Climate Action Plan, Chancellor Lynn Black for Leadership Mining]

CAPA MEETING
Friday, April 15, 2011

PRESENT

Representatives: Sarah Waldemar (chair), Neil Anderson, Marilyn Becker, Dean Carlson, Agnes Chagani, Benjamin Clasen, Christine DeZelar-Tiedman, Stephanie Dilworth, Frank Douma, Pamela Enrici, Scott Gilbert, Ann Hagen, Cynthia Hagley, Kirsten Jamsen, William Patrek, Steven Pearthree, Kristine Piescher, Amy Renne, Caroline Rosen, Cathy Schulz, Laura Seifert, Danny Sussman, Travis Trautman, Anne Vande Berg, Roger Wareham, Sheryl Weber-Paxton, Patrice Webster.

Alternates: Leslie Bautista, Sarah Friend, Stacey Grimes, Stephen Hearn, Mary Jetter, Jean Kucera, Rebecca Moss, Cynthia Murdoch, Carol Rachac, Karen Ross.

Senators: Elaine Challcombe, Tatyana Shamliyan.

ABSENT/REGRETS

Regrets: Brenda Carriere, Sarah Corrigan, Shawn Haag, Scott Madill, Amber Peifer, Rand Rasmussen, Lori Smith, Meg Stephenson, Andrew Swain.

1. ANNOUNCEMENT OF 2010 OUTSTANDING UNIT AWARD WINNER

Scott Gilbert presented the 2010 CAPA Outstanding Unit Award to Academic Support Resources.

2. COMMITTEE REPORTS

Benefits and Compensation (B&C)

Christine DeZelar-Tiedman and Sheryl Weber-Paxton stated that the Benefits & Compensation Committee has been discussing changes to health care, nonrenewal policy, and retirement plans. They thanked all P&A for their comments which will be forwarded to the Benefits Advisory Committee (BAC).

P&A also had passionate comments on the proposed nonrenewal policy changes. The Senate Academic Freedom and Tenure Committee issued a statement in support of the current policy.

The changes to the Faculty Retirement Plan (FRP) are likely to go forward, but will not take effect until January 2012. Eligibility will be based on hire date, not being vested.

Jackie Singer said that the FRP changes are not being done to balance this year's budget but as a way to recoup additional savings in future years through turnover. The change also puts the University in a better position to defend its plan. She noted that the Retirement Subcommittee saw all the possible options and this was the plan that they favored as well.

A member asked that the FRP be renamed as the Academic Retirement Plan since more than faculty are eligible for this plan.

Communications

Travis Trautman noted that the committee will be working on changes to the website and a new URL. They are also looking to create a mechanism to post questions for faster P&A feedback.

Chair Waldemar thanked the committee for their work this year as she has received numerous compliments on the format of the newsletter and the interviews that have been done.

Professional Development and Recognition (PD&R)

Ann Hagen thanked Scott Gilbert for his work on this year's Outstanding Unit Award and all committee members. The last committee meeting was this month and now the committee will be waiting for the Faculty Senate to approve the teaching policy amendments on May 5.

Representation and Governance (R&G)

Neil Anderson stated that elections will take place at today's meeting. Unit elections are also progressing.

3. EXECUTIVE COMMITTEE REPORT

Chair Waldemar stated that the Executive Committee met on April 6 to discuss the nonrenewal policy, health care, and retirement benefits changes. The committee also forwarded names for the BAC and conflict resolution panels. They are also discussing logistics of the change to a Senate and questions for their meeting with the President next week.

For next year, the consultative committee will meet once per month. The P&A Senate will continue to meet on Friday, but on the first Friday of the month.

The CAPA letter on the nonrenewal policy changes was sent to Nan Wilhelmson, posted on the web, and forwarded to all the Senate committee chairs. The Academic Freedom and Tenure Committee has a statement and the Faculty Affairs Committee voted to support the statement as well as write their own.

4. ELECTIONS

Elections were held and the results were:

- Chair-elect – Ann Hagen
- Benefits and Compensation Co-Chairs – Benjamin Clasen and Frank Douma
- Communications Chair – Danny Sussman
- Outreach Chair – Neil Anderson
- Professional Development and Recognition Chair – Scott Gilbert
- Senators – Neil Anderson, Pam Enrici, Stacey Grimes, Jean Kucera, Cynthia Murdoch, Cathy Schulz, Laura Seifert, Travis Trautman, Sarah Waldemar, Sheryl Weber-Paxton

5. CLIMATE ACTION PLAN

Chair Waldemar introduced Mike Berthelson and Professor Emily Hoover, co-chairs of the Sustainability Committee. They stated that the University has been committed to this venture since 2004, including a Regents policy and participation in the Chicago Climate Exchange. The University also signed a climate commitment plan in 2008 with a goal of energy neutrality. The

Twin Cities committee was then formed last spring and a portal was launched. Vice President O'Brien and Chancellor Johnson chair the system-wide committee.

There are three students, eight faculty, and 14 staff on their committee and three subcommittees on Energy and Operations, Research, and Education and Outreach. Since December the groups have been analyzing the data and options and categorizing them by time to completion.

The University had 642,735 metric tons of carbon dioxide in 2008. The high amount is due to the size of the campus, the mix of facilities, the fuel used on campus, and the climate in this region.

The energy management principles that were developed include reliability, environmental stewardship, and cost control. These translate to decreasing the campus' carbon footprint even though space is being added, \$2.5 million being saved through the It All Adds Up campaign, and increased transit use.

Q: Is the University considering geothermal options?

A: The University would need a large enough impact to make it cost-efficient. There is the initial cost and then the life cycle cost. The University looked at 32 options and decided to start with projects that are low-cost while saving money and reducing the carbon footprint. The options are also being aligned to teaching, research, and outreach priorities that involve partnerships with faculty.

6. LEADERSHIP MINING PRESENTATION WITH CHANCELLOR LYNN BLACK

Chair Waldemar introduced Lynn Black, Chancellor for the University of Minnesota Duluth. His background is as a faculty member in Russian Theatre and Drama. He said that a large part of his success is the ability to work well with others at the University. He knows that an institution functions best when there is a true melding and everyone contributes to student learning.

As a leader he needs to understand and respect every position while capitalizing on what people can bring to the table. He is a product of the civil rights movement in Memphis in the late 60s so the word diversity is not just a word or slogan but a way to live his life on a daily basis.

He has two initiatives for the campus this year. The first is a new strategic planning collaboration to determine a clear vision and goals for the campus. The second is a diversity initiative to create a welcoming and richly diverse campus culture in an intentional way. This initiative stems from an incident on campus last year with an African American student. A workshop was developed for administrators, faculty, and staff to determine major campus issues and address the aftermath of the incident.

He noted that the campus is still riding the wave from this year's athletic victories in women's hockey, men's hockey, and football.

His strategy is to listen more than talk which is a skill that he cannot emphasize enough. When he arrived on campus he had a series of meetings with faculty and staff to talk about their issues, strengths, frustrations, and changes. He felt that this was a better approach than just listening to upper administrators.

He noted that there are high expectations for him and the campus. He will be making an effort to help the campus succeed and surpass expectations. However he wants to make sure that any success is shared. He knows there is more success with a positive environment which can be hard with the competition in place at the University. People need to work against egos and

possessiveness, learn to trust one another, and not be afraid to fail. He does not tolerate building up oneself by putting others down.

His leadership approach is one in which he knows that he can be better after a failure. He knows that if he is himself he will be successful. He also knows not to try and be like other administrators. He appreciates greater diversity. He sets goals but is flexible when an opportunity presents itself. He has learned that he has to take advantage of what he did not consider.

Honesty is also key as integrity is difficult to regain if it is lost. He knows that he needs to be open about administrative processes as a way to build social capital.

Lastly laughter is a key ingredient. The work being done is serious so he cannot take himself too seriously.

Q: What are the challenges in succeeding a strong chancellor?

A: It is hard to succeed anyone who has a 15-year tenure in one place as people become used to their operating style. Chancellor Martin had a strong sense of the University and drove the campus towards it. She has also helped him succeed. His intent is now to bring people together to discuss the next issues facing the campus and get them involved in the vision for the campus.

Q: How do you find ways to recognize leaders?

A: Funding never hurts and is even an option in difficult times. He does not believe that this is the time to stop professional development. Staff also need to be asked what they need as many times administration thinks that they know what staff want instead of asking.

Q: How will you develop leaders from within the P&A classification?

A: He looks at P&A as an opportunity for future leaders recruited from within the University. He needs to find people with skills and then encourage them through opportunities.

Q: The University culture is that everyone contributes to the large mission and student learning within a competitive framework. Sometimes this means that everyone is fighting for the same resources. What strategies do you have to combat this competition when resources are small?

A: His approach is to get groups together at the table to find the middle ground. When people get vested in working together it is not about winning and losing but about finding ways to pull together. He would rather take advantage of the crisis than be a victim. The campus will come out of the crisis but it will be different. He will work with the campus to define this difference.

Q: What opportunities do you see from this crisis?

A: The University needs to define learning in different terms and find out how to reach new student populations as traditional students are declining in the state. The University has not done a good job reaching diverse populations in terms of race, ethnicity, and age. The University will need to become more adept at reaching adult learners.

Q: Higher education is preparing students for jobs which are no longer present in some white collar positions. The current climate is anti-higher education. Will leaders take a stand against this movement?

A: It is necessary for higher education to become more career-focused but the case needs to continue to be made for the value in a liberal education degree. Higher education also needs to make it connect better to a career by working with business and career leaders to increase opportunities such as internships.

Q: Does the departure of key leaders impact your vision for the campus?

A: These departures make some decisions uncertain but he knew the circumstances when he accepted the position. These departures provide an exciting and challenging time. Departures can mean a loss of stability and institutional memory while also providing new blood and ideas.

Chancellor Black then asked CAPA what issues face P&A.

Members provided the following issues:

- Provide support for the inclusion of P&A in teaching awards
- Ending the faculty retirement waiting period
- Changing the nonrenewal policy to cut the notice period from 12 months to six months
- Providing P&A with a letter of appointment and a nonrenewal letter at the same time
- Better leadership incentives such as multi-year contracts and continuous appointments

7. OTHER BUSINESS

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

Becky Hippert
University Senate Office