

## **2013-14 UNIVERSITY OF MINNESOTA**

**OCTOBER 4, 2013**

### **P&A SENATE MINUTES: No. 1**

The first meeting of the P&A Senate for 2013-14 was convened in 5-125 Moos Tower on Friday, October 4, 2013, at 9:32 a.m. Coordinate campuses were linked by ITV. Checking or signing the roll as present were 33 P&A members and 17 alternates. Chair Cynthia Murdoch presided.

#### **1. P&A CONSULTATIVE COMMITTEE REPORT**

Cynthia Murdoch, Chair of the P&A Consultative Committee (PACC) and Senate, reported that the last meeting for the P&A Senate was the retreat on August 16. She thanked the subcommittees for their great conversations and ideas for the year. At the retreat there was also a presentation on the job family study. Senators asked for an electronic copy of the presentation, which was included with the agenda for today's meeting.

She noted that the Center for Teaching and Learning offered the first P&A instructor orientation in August. Ann Hagen was able to speak to the 20 people who attended about the P&A Senate and the annual teaching awards.

At the September 13 Regents meeting, President Kaler announced his plan to cut \$90 million in administrative expenses over six years. No details have been released yet except that many staff cuts might be through attrition. She was contacted by the Pioneer Press to make a comment.

At the September PACC meeting, the Strategic Planning Work Group membership was discussed. There were eight administrators, 16 faculty, two students, and one bargaining unit staff appointed. In the current climate of 'too many administrators,' PACC felt that it was not good to have P&A unrepresented. After consulting with Liz Eull, PACC sent a letter yesterday morning to the President and Provost. During his report at yesterday's University Senate meeting, President Kaler announced that two P&A representatives would be added. She is asking anyone to nominate P&A for these seats by 3:30 pm today, after which PACC will vote on who will be appointed.

Cynthia Murdoch then noted that the Committee on Committees (ConC) is reviewing PACC, along with the other four consultative committees this year. She met with the ConC Chair, Stacy Doepner-Hove, to discuss the PACC charge, how PACC and the P&A Senate are working, and any improvements that are needed. A few ConC members will meet with PACC on October 16. A full report will be issued in 2014.

The Senate Consultative Committee (SCC) met on September 19 and received an update from Ferd Schlapper and Dave Golden on a Twin Cities policy for a tobacco-free campus.

The October PACC meeting will focus on a presentation for the new Portal and updates from OHR on job family work and P&A merit pay. For the November 1 P&A Senate meeting, Dann Chapman from Employee Benefits will speak about medical and life insurance changes.

#### **2. P&A SENATE SUBCOMMITTEE REPORTS**

##### **Benefits and Compensation (B&C) Subcommittee**

Susanne Vandergon said that B&C met with Karen Chapin regarding 2014 benefit changes to medical and life insurance due to the Affordable Care Act (ACA), PeopleSoft upgrades, and same-sex marriage benefits.

### **Communications Subcommittee**

No report.

### **Outreach Subcommittee**

Stacy Doepner-Hove stated that the Outreach Subcommittee will meet on October 10.

### **Professional Development and Recognition (PD&R) Subcommittee**

Jodi Carlson Grebinoski noted that the first Brown Bag will be held on Wednesday, October 23 from 11:30 am-12:30 pm in Elliott Hall and will focus on the use of digital tools.

## **3. STUDENT SENATE UPDATE**

Ben Baglio, Vice Chair of the Student Senate, noted that the first Student Senate meeting was scheduled yesterday but could not be held due to technical issues with the ITV. The Student Senate Consultative Committee (SSCC) met in September and discussed gender neutral housing on each campus, mental health initiatives, and fiscal transparency from the administration. All P&A are welcome to attend Student Senate meetings.

## **4. CIVIL SERVICE SENATE REPORT**

Tom Sondreal, Chair of the Civil Service Senate, stated that the Civil Service Consultative Committee (CSCC) held a retreat in August and a meeting last month. Topics included communication flow to civil service employees from the administration and CSCC, engagement, health care changes, strategic planning, use of the Office of Conflict Resolution by civil service employees, and pay inequities between the Twin Cities and coordinate campuses.

## **5. MINUTES FOR MAY 3, 2013**

### **Action**

#### **MOTION:**

To approve the P&A Senate minutes, which are available on the Web at the following URL.

<http://www1.umn.edu/usenate/pasenate/minutes/130503.pdf>

#### **DISCUSSION:**

With no discussion, a vote was taken and the motion was approved.

**APPROVED**

## **6. DISCUSSION WITH PROFESSOR WILL DURFEE Chair, Senate/Faculty Consultative Committee**

Professor Will Durfee, Chair of the Faculty Consultative Committee (FCC) and the Senate Consultative Committee (SCC), began by noting that he has been involved in governance for many years at various levels until he was asked to serve as chair of the executive committees for this year. He sees governance as a remarkable way to build collaboration and consultation. He also knows that the Senate's access to senior administrators is unusual among his Big Ten colleagues.

There is much going on this year within the Senate organization and he hopes that committees learn from each other and avoid overlap on issues. He has started monthly meetings of the chairs and vice chairs of the three employee consultative committees to discuss topics of concern to all employees. Last week the 27 Senate committee chairs met to discuss their work plans so that they are efficient in their consultation.

He stated that the SCC comprises the three employee groups plus students and discusses broad issues. There are times that a Twin Cities issues will be discussed, such as the proposed tobacco-free policy, when there is the feeling that it touches everyone or another campus can weigh-in with their experience. He advised P&A Senate members to send issues to Cynthia Murdoch and Katherine Cramer for presentation to SCC.

Professor Durfee then noted that the FCC meets every Thursday during the academic year, except Regents meeting weeks, as well as several times over the summer. FCC also holds a one and a half day retreat in August to meet with all the senior leaders regarding their plans for the year. He is grateful that these people are the ones leading the University and have the major headaches on how to proceed.

One FCC issue for the year is salary gender equity. Colleges are formulating plans to address these inequities. This might be a similar issue for P&A. The Provost wants all colleges to make progress in the next few years. Another topic is interdisciplinary teaching and research. The Provost and Vice President for Research are leading this effort, and former dean Al Levine has been charged with figuring out what is currently taking place. The Faculty Senate had a 45 minute discussion on this topic yesterday.

Another issue for faculty is graduate education. The Provost and FCC jointly appointed a committee to review how this is working three-years post changes to the Graduate School.

Other topics include tactics and policies for online learning, including MOOCs and blended courses, and strategic planning efforts which include a Provost-led work group that will now include two P&A members. The President has also said that he will be using existing groups for consultation, which should include major governance groups, such as PACC and the P&A Senate.

Q: From the FCC retreat, what topics concern Vice President Pfitzenreuter?

A: They are the same things that everyone knows about – financial pressure for all institutions, state funding, tuition as a fund driver, and using resources in a way that makes sense – but as he is in charge of Budget and Finance, he deals with these everyday.

Q: Is the Strategic Planning Work Group free to develop its own ideas or is it meant to simply implement what the President has already decided?

A: The Work Group will discuss many issues and is free to make any recommendations. However the final decision lies with the President and Regents. The Work Group was told, however, that nothing is sacred.

Q: In your opinion, is shared governance working?

A: Yes, it works well and is the best way to exchange information and provide consultation. However, groups should take a step back and determine if each meeting is the best use of members' time and University resources. He is not sure if there is a better structure, but he does not want to make any change that would decrease access, communication, or consultation.

Q: P&A have not asked for a salary gender equity study due to the job family work that is currently taking place. For the faculty, is equity being looked at just at the college level or also at the campus or system level?

A: For the review that was done, only regular faculty on the Twin Cities campus were included, with the exclusion of the Medical School due to faculty definitions being harder to standardize in that unit.

Q: What role does FCC have in the decision to cut \$90 million in administrative expenses?

A: FCC has no official role but will be provided updates by President Kaler, the same as he will be providing to the Regents.

## **7. DISCUSSION WITH BRANDON SULLIVAN Employee Engagement**

Brandon Sullivan, Employee Engagement Manager in Human Resources, joined the meeting to discuss the new employee engagement survey which is replacing the PULSE survey. He noted that communications will start next week for a October 14 launch. The survey will close on November 1.

The goal of the employee engagement survey is to provide leaders information on local work environments and to start the action plan process to make local changes. This was also a goal of the PULSE survey, but that survey process prevented this from happening. The new survey will focus on items that are important to the work environment at the University. An outside vendor is being used for this survey. They have a validated list of survey items that just need to be translated into University context to make them useful.

Another feature of the new survey is that the reporting will be updated so that reports are available within days of the survey closing instead of months later. The reports can also be customized for different uses. The current timeline is to have high-level reports to chancellors, deans, and vice presidents in January 2014 with roll-out to local levels following. Spring will be the time to create action plans for units. The consultant has a library of action steps that can be used to begin conversations.

The final result is for administration to understand specific goals, challenges, and the culture in local units and be encouraged to make changes. Central HR will support local levels through this action process.

This new survey will be an annual process so this year's results will set the baseline for future comparison. It is also hoped that action steps will be tied to unit goals and performance evaluations for administrators and employees.

Q: How will the University prevent units from not following through on action steps?

A: The top administrators will be responsible for promoting accountability and focus from their direct reports and the units which report to them. The President and Regents already support these efforts, but now all employees need to see the value in this process.

Q: How will involvement be fostered?

A: By making actions happen at the local level, the survey is meant to promote employee involvement and changes in day-to-day interactions.

Brandon Sullivan then reviewed a PowerPoint presentation and made the following comments:

- Engagement is a new term and is the opposite of burnout, but is based on years of data
- Survey will help leaders and supervisors develop skills that will attract and retain valuable employees
- University culture is not to learn and understand, but that is a long-term goal of this process
- Hope is to identify areas with the highest engagement, see what they are doing, and use those as examples for other units
- Corporate model will not always apply to the University
- Engagement is not static but is shaped by experiences, both good and bad
- Resources will be aligned with goals throughout this process

Q: Will a report be available that includes data for all P&A employees?

A: If there is value to this report, then it can be created. Engagement among and between employee groups, as well as trends, might be useful in addition to local results.

Q: How local will reports be available?

A: The minimum data size is 10 employees. For smaller units, they will be grouped at the next highest level.

Q: What is a goal for this process?

A: To collect good examples and stories each year which can be shared.

Q: How will the culture be changed to promote faculty investment in making adjustments as part of this process?

A: The University will need to find ways to engage faculty to work towards creating a great workplace.

Q: Will the performance of leaders at various levels be tied to action steps?

A: Yes as this is a model that works well.

Q: Rumors have already started regarding responses being tied to merit pay increases. What is your response to employees who feel that they should act engaged to give a healthy view of a unit?

A: No one wants fake engagement reported on the survey. Leaders will be coached to encourage action steps instead of focusing on engagement scores among employees.

Q: As more responses equal better data, what is being done to encourage employees who are cynical, terrified, or do not care to respond?

A: Senior and local leaders will be communicating with employees in the next few weeks to encourage responses.

Q: What is the University's view on return on investment (ROI) for engagement?

A: This will be assessed next summer after meaningful outcome measures are determined.

#### **7. P&A SENATE OLD BUSINESS**

**NONE**

#### **8. P&A SENATE NEW BUSINESS**

Brenda Carriere noted that she is the P&A ambassador to the Community Fund Drive (CFD) for this year. The CFD started this week with a goal of raising \$1.5 million during the month. The CFD also is hoping for a 40 percent participation rate for all units. For units that were above this mark last year, the goal is to increase participation by 10 percent.

The kick off event for volunteers was on September 24 and it was standing room only. She noted that donations can be made through the website – [umn.edu/cfd](http://umn.edu/cfd) – with amounts taken out of one paycheck or divided among all paychecks in a year. She asked all senators and alternates to donate what they can.

#### **9. P&A SENATE ADJOURNMENT**

The meeting was adjourned at 11:22 am.

**Rebecca Hippert  
Abstractor**