

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

**MARCH 7, 2014**

### **P&A SENATE MINUTES: No. 5**

The fifth meeting of the P&A Senate for 2013-14 was convened in Mayo Auditorium on Friday, March 7, 2014, at 9:36 a.m. Coordinate campuses were linked by ITV. Checking or signing the roll as present were 36 P&A members and 15 alternates. Chair Cynthia Murdoch presided.

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

Cynthia Murdoch, Chair of the P&A Consultative Committee (PACC) and Senate, noted a few changes to today's agenda. There will be no reports for Items 3 and 4; Item 7 has been tabled; and a Strategic Planning Update has been added.

She reported that the employment engagement survey results were discussed at the Regents meeting in February and a campus conversation later that month. The survey had an exceptionally high response rate, likely due to the shorter list of questions. Faculty and staff reported a high commitment to the University and an efficient work environment. The least favorable aspects for faculty and staff were development opportunities, work structure and processes, collaboration, and supplemental processes. Unit results will be sent soon. PACC will be looking forward to seeing P&A specific results to compare to the other employee groups.

At the February Regents meeting, a change was also made to eliminate the retirement waiting period for all P&A employees beginning in June. She is grateful for the work and comments made by Vice President Brown and Pfitzenreuter to bring about this change.

At the February PACC meeting they spoke with Vice President Brown regarding human resources issues. When asked about redoing the first four job classifications, Vice President Brown responded that there was no plan to do that at this time, however each job family study has presented its own unique challenge. When manager and supervisor training was discussed, OHR shares the same concerns with P&A employees that many people are good at the work that they do and therefore are promoted to a manager or supervisor, but many times without the requisite skills. They will be using data from the engagement survey to look at this issue. The New Employee Orientation (NEO) is also being revised to consider central and local information needed by new employees. A new format should be ready this summer. OHR is offering enrollment for long-term care insurance through March 31. More information is available on the OHR website. OHR is also rolling out another benefit, limited legal services available to University employees. Information will be sent soon.

Brandon Sullivan will be joining the March PACC meeting to discuss P&A results of the engagement survey. Vice President Wheelock will join the April 3 P&A Senate meeting to discuss safety, building access, and light rail.

Cynthia Murdoch then noted that her term as Chair ends in June, at which time Katherine Cramer will become Chair. Applications are needed for the chair elect position, as well as the subcommittee chair positions. PACC is also accepting applications through March 12 for one open seat on the Benefits Advisory Committee.

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

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

Bill Hellriegel said that B&C will be discussing salary-based health care, a Roth IRA investment option, and a vacation donation program for P&A employees.

### **Communications Subcommittee**

Michelle Hargrave reported that the Communications Subcommittee is looking for someone to spotlight for the next newsletter and is revising the New Employee Orientation PowerPoint.

### **Outreach Subcommittee**

Stacy Doepner-Hove stated that the Outreach Subcommittee has been focusing on the spring election process. They are seeking applications for the vice chair/chair-elect, all subcommittee chair/co-chair positions, and seven University Senate seats. This is a great leadership opportunity so everyone should consider applying for one of the open positions.

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

Jodi Carlson Grebinoski noted the Outstanding Unit Award (OUA) has been announced. There are no nominees yet, so she encouraged senators to nominate outstanding departments.

## **3. STRATEGIC PLANNING UPDATE**

Neil Anderson, P&A member of the Strategic Planning Workgroup, stated that the President provided an update on these efforts in his State of the University Address yesterday. Four goals are being discussed: support excellence and reject complacency, recruit and retain field-shaping researchers and teachers, embrace a culture of permeability, and educate, cultivate, and empower leaders to create institutional and societal change. As these goals are still fluid, continued feedback from P&A is always welcome

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

No report.

## **5. CIVIL SERVICE SENATE REPORT**

No report.

## **6. MINUTES FOR FEBRUARY 7, 2014**

### **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/140207.pdf>

### **DISCUSSION:**

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

**APPROVED**

## **7. DISCUSSION WITH VICE PRESIDENT KATRICE ALBERT**

Vice President Katrice Albert joined the meeting to discuss the Office for Equity and Diversity (OED) and her role in it. She said that she was drawn to the University based on its long and storied history with equity and diversity. The University has had a senior administrator in this area, and at the table, for 30 years, which is long before any federal mandate. She was also attracted by the balance between a world-class institution with a land grant mission to solve social ills. Lastly she was intrigued by President Kaler, his commitment to this work, being a part of his team, and working with faculty and staff to affect change.

OED had begun a strategic planning process before she arrived and had a vision framework developed, but there was no implementation. She is where she has started. She believes that OED can be the most comprehensive when it uses existing units, visions, and finances. She acknowledged that OED is not a voice without power due to a lack of finances, which is a problem at other institutions.

To determine the implementation, Vice President Albert undertook strategic listening sessions. Part of this involved traveling to each campus to meet with faculty and staff. A student session is also planned for March 26. With these visits complete, she was able to present to the Regents on themes and trends. Her presentation noted that OED needs to strengthen relationships, make access financially possible for all under-represented groups, create more equity and diversity groups for staff and increase their visibility, and work with faculty to diversify the curriculum.

Her priorities are to recruit and retain diverse faculty, staff, and students, improve the campus climate for under-represented groups, and enhance strategic partnerships inside and outside the University. She would challenge staff to make connections internally and externally by telling their story.

Another goal is to partner with each college on their strategic diversity goals. She believes that if each college is empowered to address diversity, it allows diversity to be an identified goal in the college, along with increased graduation rates and fundraising.

She has formed a campus climate work group, partially in response to the multitude of crime alerts made on the Twin Cities campus fall semester that identified assailants as African American males. She wants to make sure that this groups continues to be attracted to and retained by the University. She has also created a student of color committee to help her address how to recruit these students to the University. Lastly she has started a work group on accessible technologies.

Q: How is diversity defined by OED?

A: There is a working definition on the OED website, but it includes historical marginalized groups including those based on gender, disability, and sexual orientation.

Q: How will OED tracks and measure progress on its goals?

A: The Office for Institutional Reporting already has 10 years of data available from each college. However, there are limitations as this data only tracks tenured and tenure-track faculty.

They will be focusing on fields that are struggling to recruit and retain diverse populations. A goal will be achieved when there is a critical mass available to show a change in climate.

Q: Will OED look at recruiting and retaining diverse P&A staff as well as faculty?

A: This is part of the charge to each dean to be thoughtful in their hires. Currently P&A diversity is slightly below unionized staff but above faculty.

Q: Does OED have funds available to achieve its goals?

A: Yes but she has challenged her staff to find ways to do more with less as part of operational excellence in redirecting funds into academic areas. She is also hoping to realign OED efforts with those underway at the local levels to reduce resources needed.

Q: How will OED partner with system campuses which do not have the same staffing and funding levels as in the Twin Cities?

A: She has appointed an Associate Vice President whose job is to work with student-driven offices and make external relations stronger. Part of this will be working first with each campus's diversity office, but she wants to utilize the same technique to empower the local levels.

A senator from a system campus asked for increased OED training available at each campus, even is participation is just online, as this is an area that has less programming and training available at each campus.

Q: Will there be common threads in efforts to recruit and retain tenure-track faculty across units?

A: She wants to work with each college to make sure that the dean is seen as the chief diversity officer in his or her unit. They will be working on creative ways to recruit faculty that can be used by all units. Progress will be tracked in each college's compact which will allow for accountability.

Q: Do you believe that all supervisors should be required to attend diversity training?

A: Training works best when participation is encouraged instead of mandated. However, if Human Resources determined that all supervisors should attend training, then she would want OED to provide information on diversity.

## **8. RESOLUTION ON THE REGENTS SCHOLARSHIP Action**

### **MOTION:**

To approve the following resolution. A simple majority is required for approval.

### **Resolution on the Regents Scholarship**

The P&A Senate recognizes the social and economic value of the bachelor's degree for members of the University community. Following discussions by the Benefits and Compensation Subcommittee, the P&A Senate recommends the following actions be taken in regards to the Regents Scholarship Program:

1. The University of Minnesota should continue to cover 100% of cost for courses toward a first bachelor's degree.
2. If an employee chooses to use the Regents Scholarship Program to take courses beyond the first bachelor's degree, and the employee's home unit recognizes those courses as professional development/and or work related, the unit should have the option to pay the 25% of course cost that the employee would otherwise be required to pay by the Regents Scholarship guidelines.
3. When courses are taken by an employee who has already earned a first bachelor's degree, and when the employee's unit determines that the courses cannot be considered professional development or work related, the University should continue to require a 25% course cost contribution by the employee.

**COMMENT:**

Following discussions by the Benefits and Compensation Subcommittee, the P&A Senate is recommending the following action be taken in regards to the Regents Scholarship Program.

**WILLIAM HELLRIEGEL, CO-CHAIR  
BENEFITS AND COMPENSATION SUBCOMMITTEE**

**SUSANNE VANDERGON, CO-CHAIR  
BENEFITS AND COMPENSATION SUBCOMMITTEE**

**DISCUSSION:**

This item was tabled.

**TABLED**

**9. DISCUSSION WITH PRESIDENT KALER**

President Kaler, having just delivered his State of the University Address the day before, said that his address was a chance to remember a year of achievements as well as talk about grand challenges and opportunities for the University to set itself apart from the competitors. He is eager for strategic planning to continue and for it to be implemented.

Q: What are your thoughts on the engagement survey?

A: It was important for the University to do if it wants to keep its employees engaged and communicate with supervisors about the work that needs to be done and what work can be eliminated. The survey results show that the majority is engaged but that there is a segment that is frustrated. Frank and candid conversations will be needed to address these issues. For the small group that is disengaged, the University needs to find ways to re-engage them or move them out of the University.

Q: What is the status of the strategic planning process?

A: It is on track at this time. The work group is doing a terrific job broadly listening but crystallizing important ideas on a tight timeline.

Q: What is the status of this year's legislative session?

A: The Governor recommended half of the University's request and now testimony is being taken by the House and Senate Higher Education Committees. Legislators have been cordial and supportive of the University, so he is optimistic that the outcome will be good for the University. The budget surplus this year helps so that the tone is much different than two years ago.

Q: What has been decided regarding the budget surplus?

A: The Governor submitted a supplemental request yesterday that includes an additional \$5 million for the University. The legislators will likely use some of the funds for one-time expenses and tax cuts.

Q: A 2.5 percent salary increase has been proposed for next year, however there is word that some units may seek an exception. Will exceptions be granted?

A: Administration is wrestling with this question now. He does not like to provide an exception simply because there are budget challenges due to lower enrollments in some colleges.

Q: Safety has been a increased concerns for the Twin Cities campus. What is being done at the system level?

A: Each campus has on-going safety concerns but they have not been as urgent as in the Twin Cities. Safety is a local element and needs to be handled differently at each campus.

Q: What is the status of a year-round class schedule as was announced at last year's State of the University Address?

A: From the study done, disruptions in large majors are greater than what he thought and will require more planning. However more nimble colleges and programs have implemented this option. For example, the College of Design now offers a degree in three. Any large-scale move to a year-around calendar also needs to take into account all the other uses for campus in the summer, both from inside and outside the University.

Q: Does you foresee structural changes in the way staff are classed and managed, possibly by combining classifications?

A: Human Resources will be the unit to investigate this option but he is in favor of making employee classifications simpler.

Q: What can P&A staff do to support University efforts?

A: Everyone should challenge their colleagues to look at what they do and see if there is a way to do it better or not at all. P&A can also reach out to legislators to talk about the value of the University as personal stories are always the most powerful.

Q: What will the University do to recruit and retain high quality staff?

A: The University will use the same approach as for faculty – compensation, meaning work being rewarded and recognized, and career trajectory.

Q: With the changes being made as part of the Enterprise Upgrade, will the University rethink its budgeting process?

A: He does not agree that there is an issue with the University's budget model as it successfully distributes \$300 billion each year. He knows that there is no one model that will make everyone happy and any change would be expensive.

Q: The next step in the engagement survey process is unit-level results translating into unit action plans. However, how can changes be made if management in a unit is the biggest issue? Will across-the-board upward evaluations ever become standard practice?

A: At this time 360 degree evaluations are only in place for vice presidents and deans. However this does not mean that department managers should not be held accountable. He agrees that this is an area in which Human Resources will need to do some work to make changes.

Q: What can staff do if they encounter someone who is opposed to the University or its level of funding?

A: Everyone has a soft spot which can usually be reached by telling a personal story.

Q: Nimbleness at this size of an institution can be a challenge, and even when changes are made at the college or departmental level, it does not mean that those changes translate to central services. How can barriers be removed to increase interdisciplinary cooperation within the current budget system?

A: Deans are charged with bringing forward changes to central services and this is an important part of the continuing conversation. The University should allow funds to be moved more easily to increase interdisciplinary work.

Q: Will merit pay for all employees be possible by 2015?

A: Yes. Senior leaders know that there is a deadline and they will be asked about this item at the end of each year. Merit pay requires a culture change. Good progress is being made to implement a fair system.

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

**NONE**

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

**NONE**

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

The meeting was adjourned at 11:27 am.

**Rebecca Hippert  
Abstractor**