



[In these minutes: Vice President Carol Carrier for Leadership Mining, Benefits Advisory Committee Update, Senate Bylaw amendment]

**CAPA MEETING**  
Friday, May 20, 2011

**PRESENT**

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

**Alternates:** Sarah Friend, Stephen Hearn, Jean Kucera, Cynthia Murdoch, Karen Ross, Kimberly Simon, Dale Swanson, Valerie Watson.

**Senators:** Elaine Challcombe.

**ABSENT/REGRETS**

**Regrets:** Sarah Corrigan, Ann Hagen, Scott Madill, Amber Peifer, Kristine Piescher, Rand Rasmussen, Lori Smith, Meg Stephenson, Andrew Swain.

**1. RECOGNITION OF SERVICE**

Chair Waldemar recognized the committee chairs and the vice chair for their work this year. Steven Pearthree then recognized Chair Waldemar for her service as chair for two years. She was given a round of applause.

**2. COMMITTEE REPORTS**

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

Christine DeZelar-Tiedman and Sheryl Weber-Paxton stated that the Benefits & Compensation Committee has not met this month and is just monitoring the proposed benefits and policy changes.

**Communications**

Travis Trautman noted that the committee met for the last time yesterday and will be working on the website next month.

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

Ann Hagen noted that the changes to the teaching award policy were approved.

**Representation and Governance (R&G)**

Neil Anderson noted that the committee spent the last meeting discussing the change to an Outreach Subcommittee, connecting with P&A serving on other committees, and technology usage. He thanked members for their work this year.

### **3. EXECUTIVE COMMITTEE REPORT**

Chair Waldemar stated that the NEO slides have been revised for the change to a Senate. She noted that the 27 pay period committee has not met again and therefore the issue is not yet resolved. Amy Phenix will be a guest at the next Executive Committee meeting.

Steven Pearthree said that next year's P&A Senate meetings will be conducted via ITV since travel costs will not be reimbursed. Coordinate campus members will be able to travel for the retreat. The meeting schedule has been adjusted to not have a January or June meeting. He is also planning to chair a P&A Senate meeting from a coordinate campus next year.

### **4. LEADERSHIP MINING PRESENTATION WITH VICE PRESIDENT CAROL CARRIER**

Chair Waldemar introduced Vice President Carol Carrier and thanked her for her service to the University during her time in Human Resources. She has been supportive of P&A during the last two years. CAPA has appreciated her fairness, honesty, and integrity.

Vice President Carol Carrier stated that this will be a difficult meeting for her as her tenure as vice president is ending. She also feels that she knows less about leadership than a year ago. She has studied the topic but it's hard to put one's finger on it. She believes in the principles but many changes have taken place due to many factors.

The first principle is that context is important. It influences the pace of changes, challenges, and the economic climate, as well as how to make transitions effectively.

The second principle is that culture is very important at the University. There are norms, ways to behavior, and unspoken beliefs that need to be learned. These are important drivers to collaboration, consultation, consensus, and making implementation decisions. Collaboration and consensus are highly valued here but they are a challenge when quick decisions are needed to be nimble.

The third principle is colleagues since good leadership is about collegiality and coming together. When a team works well, it makes things happen. She is thankful for the things that her team has accomplished and wants them to be recognized.

The last principle is that conflict is always involved but can greatly be affected by one's style. If someone believes in procrastination and communicating by email, they will have more conflict. A better approach is to jump in, understand the issue, and consider different strategies.

Her office has studied leadership competencies in deans, vice presidents, directors, and department heads/chairs. Interviews have been conducted to develop a leadership skills set and a 360 degree assessment is done every two to three years based on these competencies. One example is personal leadership – admitting mistakes, receiving feedback constructively, and establishing trust. Leaders are then measured and held accountable for their growth. It is also helpful when looking for new leaders.

Q: Is the leadership competency done for the coordinate campuses also?

A: Yes. It is given to the chancellors, vice chancellors, and deans.

Q: What advice do you have for the P&A here today?

A: It is hard to do things quickly at the University. Information can be gathered in a short time but discussions take time. People will need to be active communicators and be nimble going forward while preserving a tradition of consultation.

Q: Consensus is the idea situation when making decisions but sometimes this concept is too high of an expectation but proceeding without it is tricky. How can the University move forward on issues without consensus?

A: The Benefits Advisory Committee is a great example. The committee might not always agree with the administrative approach but they know that a choice needs to be made and they will live to fight another day. People need to know that while they may not get everything that they want, they got some of what they were asking for and that their voice was heard. The administration also needs to be honest on why a decision is being made. If there is not transparency, then no one believes in the decision and there is a bad tone for the next issue.

Q: Are there overriding values in negotiations that outweigh the finish?

A: Yes such as respect for different voices and listening multiple times. Compromise is essential when it is done effectively. There are times that the University does this well and times when it does not.

Q: The new President needs to find new ways to do things in an environment with scarce resources. What can CAPA do to help?

A: P&A need to be willing to speak up and express their views to the administration as well as educating faculty on their opinions. The University cannot afford to continue to live in silos.

Q: What are key ways to foster leadership in direct reports and colleagues?

A: A leader needs to know that they cannot own everything all the time, that work is only accomplished through people, and that they are not the only one to have good ideas. Sometimes people need to be let go to lead.

Vice President Carrier said that it is humbling to do this work as she nears the end of her time as an administrator. She has begun to think about what mattered and what she would have done differently. She hopes that she has left a mark at the University and that the institution is being left in a better place for the next person.

## **5. BENEFITS ADVISORY COMMITTEE UPDATE**

Gavin Watt, Chair of the Benefits Advisory Committee (BAC), joined the meeting to provide an update. He said that this year the committee participated in the medical plan selection. He then reviewed a presentation on benefits for 2012 and beyond. In 2010, UPlan cost \$207 million. The University has announced a six-year contract with Medica to administer the plan. HealthPartners clinics will still be an option for employees, but the clinics might not be in the base plan due to costs. The final details of the employee costs are still being discussed.

## **6. SENATE BYLAW AMENDMENT**

The Bylaw amendment was approved with no opposition.

## **7. OTHER BUSINESS**

With no further business, Chair Waldemar thanked the members for their service this year and adjourned the meeting.

Becky Hippert  
University Senate Office