

**P&A Consultative Committee (PACC)**  
**January 18, 2017**  
**Minutes of the Meeting**

*These minutes reflect discussion and debate at a meeting of a committee of the University of Minnesota Senate; none of the comments, conclusions or actions reported in these minutes represent the views of, nor are they binding on, the senate, the administration or the Board of Regents.*

[**In these minutes:** Visit with Senior Vice President Brian Burnett; Chair's Report; Subcommittee Reports; Parental Leave Resolutions; Selection of P&A Representative to the Benefits Advisory Committee; Policies on Campus Safety]

**PRESENT:** Etty DeVeaux (chair), Peter Angelos, Austin Calhoun, Shannon Farrell, Ann Hagen, Ian Ringgenberg, Catherine St. Hill, Elizabeth Schwartz, Susanne Vandergon

**GUESTS:** Brian Burnett, senior vice president, Finance and Operations; Liz Eull, chief of staff, Office of the Senior Vice President for Finance and Operations; Michele Gross, director, University Policy Program

**OTHERS:** Rilyn Eischens, student reporter, Minnesota Daily; Ray Muno, vice chair, Civil Service Consultative Committee

**1. Visit with Senior Vice President Brian Burnett**

Chair Etty DeVeaux called the meeting to order and welcomed Brian Burnett, senior vice president, Finance and Operations, and Liz Eull, chief of staff, Office of the Senior Vice President for Finance and Operations to the meeting. Burnett thanked the committee for the invitation and for sending a list of questions submitted by P&A employees from across the system in advance of the meeting. He proceeded to answer the questions as follows:

- **Please briefly describe your career path to this position.**

Burnett began his public service career as a budget analyst for the Joint Budget Committee of the Colorado General Assembly. He did his undergraduate degree at the University of Colorado at Boulder and his Masters at the Denver campus. He worked at the Colorado Department of Corrections for eight years in various positions, including as the director during 9/11. He then accepted a position as the chief financial officer for the Colorado Commission on Higher Education, and later went on to become the chief business officer at the University of Colorado at Colorado Springs. Most recently he was the vice president for finance and chief financial officer for the University of Missouri system.

- **You started in mid-November and have presumably have used your time since to get a feel for the University and the complexity of your position, which is a new configuration for the institution.**

- **As of today, what's at the top of your "must-do" list?**
- **What challenges do you see ahead for University staff? What changes will you champion in this regard?**

- **How will you ensure your priority and attention are appropriately placed on the many areas of your portfolio – Finance, Human Resources, IT, U Services?**

Burnett said that in all honesty, due to necessity, the football issue in athletics and the financial impact it has created has demanded a fair amount of his time. Challenges he foresees for staff include reminding the Minnesota state legislature of the value the University provides to the state of Minnesota. The reason the University was created, he said, was in large part to help those without means get a quality education and improve their lives, and it is important to remind the legislature of one of the original purposes. The University is also a major employer in the state and generates quality employees for area businesses. He will ensure his attention is appropriately placed by doing a lot of listening to what is needed. He is also visiting all of the system campuses and meeting with all of the Twin Cities deans.

- **Significantly more so than any area, and in significant numbers, our constituents have expressed the need for improved HR service and relationships. These concerns fall primarily in two areas:**
  - **Inconsistency in understanding and application of HR policies and procedures at the local level**
  - **A general and concerning lack of responsiveness to consistent needs.**

**The recent Job Family Study, and specifically the lack of clarity around process and outcomes, has led to further deterioration of trust and in some areas deterioration in working relationships with HR and HR leadership.**

**As the now leader of Human Resources, what strategies are being put in place to address these issues, including responding to the remaining concerns about the Job Family Study, restoring confidence, and improving trust and service between HR and employees?**

First, Burnett said, he will need to learn more about these concerns. He said that he has been through job family studies in other organizations, and knows that they can be challenging. For example, he said, at the University of Missouri system, more than 2500 job classifications were consolidated into 600. He said he also understands the difficulty of standardizing job classes across a university system with both large and small campuses. He said that he would like to do what he can to address employees' concerns, and appreciates hearing specific feedback or concerns, as that makes them easier to address.

Ian Ringgenberg brought the [Summation Report of the Job Family Study](#) created by the Benefits and Compensation Subcommittee in January 2016 to Burnett's attention, and gave him a printed copy. He said that specific concerns regarding the Job Family Study

are outlined in the document, and reported that the B&C have received no response from the administration to this document. Burnett thanked him for the document and for providing specific information, and said that he would get answers and a response to the report.

Ann Hagen said that the issue of large versus small campuses is a very pertinent issue, and asked how Burnett sees addressing this issue. Burnett said that it is important not to accept that it is too difficult to accommodate varying job duties within the system. It may be necessary to broaden the classifications to accommodate generalist versus specialist positions, and acknowledged that it is his responsibility to get answers to these questions.

Shannon Farrell said that since the University is very decentralized, it is not uncommon for individuals to get uneven service and varying answers from local HR leads, depending on their unit. Ringgenberg gave the example that some HR leads advise individuals who are planning to become pregnant to take out short-term disability, while individuals in other units are not getting this advice. There is a need for more consistency and better training for local HR leads. Peter Angelos added that it can sometimes take several days to get definitive answers to simple questions regarding the hiring process from HR.

Burnett acknowledged that decentralization is a challenge, and said it will take time to sort out these issues, but it is important to address them.

Catherine St. Hill then asked what Burnett's expectations were when he accepted the position, and what are his goals now. He said that he did not expect quite the level of complexity and decentralization that exists. His goal is to create world-class support services to match and support the University's world-class researchers, and to do so with the resources available.

St. Hill asked whether he is seeing commonalities in the concerns brought forth by various groups. Burnett responded that he has only met, so far, with the Faculty Consultative Committee (FCC) in addition to the PACC, and has yet to meet with Civil Service Consultative Committee or the Student Senate Consultative Committee. However, he said, one thing that seems to be on everyone's mind is the football leadership issue. Another is the budget. He said he has high hopes that this year, the legislature will increase the University's core appropriations. The state is in a good economic situation, he said. St. Hill asked whether he thought there would be any state funding for research, and Burnett responded that it is very rare for states to invest in research. The state legislature has shown willingness to invest in research in the past, such as in the new biomedical facility and the MnDRIVE initiative, and that it is incumbent on him and his staff to emphasize the return on investment of research, but the top priority will be to advocate for increasing core appropriations in order to give salary increases, minimize any tuition increases, etc.

Austin Calhoun asked how Burnett envisions balancing coverage of the athletics issue with all of the other important things the University does, as athletics dominates the media, especially in times of scandal. Burnett said there is strong public interest in sports as evidenced by an entire section of the newspaper dedicated to it. He said there are always ongoing efforts to emphasize the many aspects of the University and that right now, University Relations is working with the New York Times on a branding piece that contains no mention of athletics.

In the interest of time, DeVaux concluded questions at this time, and thanked Burnett. Burnett said that he was happy to come back for further discussion if invited.

## **2. Chair's Report**

DeVaux reported that she, St. Hill, and Ray Muno, vice chair, Civil Service Consultative Committee, visited the Duluth campus to hear first hand from constituents there. She thanked Peter Angelos for hosting, and said that it was a productive visit. There was a steady stream of constituents, numbering about 30, including both P&A and Civil Service staff. She pointed to three big takeaways from the meetings:

- Proximity plays a part in how well constituents feel represented. To avoid P&As on our systems campus' feeling underrepresented, and to combat systems campus P&As being less engaged, it is important to keep the P&A Senate's obligation to system campus' P&As in sight.
- The Job Family Study had a demotivating effect on many system campus P&A staff. She has sent emails to Patti Dion and Mary Rohman Kuhl in Human Resources regarding some specific issues, and is awaiting response.
- There is a general lack of understanding of our governance structure. Here, DeVaux thanked Muno for providing history and information on governance and job classifications during the trip up, and at the meeting, and informed PACC members that she is putting together an onboarding packet including this information and more, for new chairs.

There are plans to visit the other system campuses during spring semester.

DeVaux then reminded members that President Eric Kaler will attend the next PACC meeting, on February 15th, and asked members to submit questions and comments for the president via the Google Doc created for that purpose. She will refine the questions before sending to the Office of the President.

Finally, she said that she has been receiving emails through the newly created [pasench@umn.edu](mailto:pasench@umn.edu) email address, and she is encouraged that constituents are bringing forth their concerns.

## **3. Subcommittee Reports**

### *Communications*

Calhoun said that this semester, she would be working to reinvigorate the subcommittee and redouble efforts on this important work.

### *Outreach*

Hagen said that they have finished filming their ads and are now finalizing production. Since elections for next year's senate are coming up, she encouraged people to get the word out about the senate.

#### *Benefits and Compensation*

Ringgenberg said that their major initiatives were the resolutions that will be discussed later in the agenda. The committee is also working on coding the data from peer institutions regarding tuition remission for employees, spouses and dependents. The University falls behind 11 peer institutions in this area, and is similar to two.

#### *Professional Development and Recognition*

Angelos said that the subcommittee roster is now at 17 members, and that they are attempting to schedule a Brown Bag session in Duluth for February. The December 15, 2016, Brown Bag, with the topic of Sleep Wellness, had over 165 attendees between in-person and online viewers, and is available to [view on the website](#). The committee has begun planning the 2016-17 Professional Development Forum, and nominations for the Outstanding Unit Award will open during the first week of February.

#### **4. Parental Leave Resolutions**

Farrell and Ringgenberg presented two resolutions drafted by the Benefits and Compensation Subcommittee (B&C), which they hoped to present at the P&A Senate meeting on February 3, 2017. The resolutions were to create equity in parental leave policies (provide six weeks paid to fathers, adoptive parents, etc., rather than only birth mothers) and to increase parental leave in general. Members briefly discussed the wording, and for information, Hagen informed members that the National Institution of Health gives students on its training grants 60 days of parental leave, no questions asked, for all parents. DeVaux asked members to provide feedback on wording via Google Docs, and asked whether it would be worthwhile to collaborate with other groups, such as the Civil Service Consultative Committee (CSCC) and Faculty Consultative Committee, as well as possibly the Council of Graduate Students, on these resolutions. Muno said that he thought the CSCC would be interested in collaborating, and many members said that there is strength in greater numbers. Some members preferred to pass the resolutions through the P&A Senate first, in the interest of time, rather than spending time working with other committees. However, DeVaux pointed out that as long as the Maintenance of Status Quo (MSQ) is in effect, the administration cannot act on the resolutions, so it is worth taking the time to work together. Ringgenberg said that he believes the administration is unwilling to discuss benefits during the MSQ order, not that they are legally prohibited from doing so. He said they only need to request permission from the Service Employees International Union (SEIU) to negotiate policies on campus, which they have not done. DeVaux noted his disagreement, but said that she would still like to see collaboration with the other mentioned groups, as well as more supporting data inserted into the resolutions. Calhoun suggested putting a timeline for administrative response post-MSQ into the resolutions, in order to ensure accountability. Angelos motioned that B&C should bring the resolutions to the February 15, 2017, PACC meeting for further discussion; Calhoun seconded and the motion carried with a voice vote.

#### **5. Selection of P&A Representative to the Benefits Advisory Committee**

The committee considered the nominations for the P&A representative to the Benefits Advisory Committee and voted to elect Candice Kraemer as the representative.

## **6. Policies on Campus Safety**

Michele Gross, director, University Policy Program, visited the committee in order to prepare for the February 3, 2017 P&A Senate meeting, which will continue the committee's focus on campus climate, and particularly safety on campus. Gross asked for feedback on the scope of the meeting, in order to guide her in selecting the relevant policies. Members agreed that the presentation should focus on employees and issues of current events, but also provide resources that pertain to students, research, etc. Hagen suggested that the two main areas of concern currently are feeling safe to speak, and Code of Conduct issues. Gross thanked members and promised to circulate suggestions by email.

In the interest of time, DeVaux adjourned the meeting.

Amber Bathke  
University Senate Office