

**P&A Consultative Committee (PACC)**  
**February 15, 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:** Chair's Report; Subcommittee Reports; Nominations for the Benefits Advisory Committee (BAC); System-Wide Strategic Planning; Conversation with President Kaler]

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

**REGRETS:** Peter Angelos

**GUESTS:** Kathy Brown, vice president, Human Resources; Eric Kaler, president, University of Minnesota; Rebecca Ropers-Huilman, vice provost, Faculty and Academic Affairs

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

**1. Chair's Report**

Chair Etty DeVeaux reported that she had met with Patti Dion, director, Employee and Labor Relations, Office of Human Resources, regarding concerns from constituents. She also said that Benefits and Compensation Subcommittee Co-Chair Ian Riggenberg received a formal response from Vice President for Human Resources Kathy Brown regarding the B&C's concerns about the Job Family Study, and DeVeaux was copied on the correspondence.

DeVeaux informed members that Jeremy Jenkins, chair of the Equity, Access, and Diversity Committee (EAD), would join the next PACC meeting to discuss EAD's resolution on the privacy of student counseling records in the case of litigation against the University. The April P&A Senate meeting, she revealed, will focus on human resources. Kathy Brown, vice president, Office of Human Resources (OHR) and Ken Horstman, director, Total Compensation will be the guest speakers.

Finally, DeVeaux said that she attended the Board of Regents Staff and Faculty Affairs Committee meeting, which included a presentation on the Public Employee Labor Relations Act (PELRA) and a presentation on best practices in talent acquisition by Vice President Brown. She encouraged members to review the minutes of that meeting on the [Board Office's website](#) once they are posted.

**2. Subcommittee Reports**

DeVeaux then invited subcommittee chairs to give their reports.

- Professional Development and Recognition (PD&R): Subcommittee co-chair Elizabeth Schwartz informed members that nominations for the Outstanding Unit Award are due March 22nd, and that information will be included in the forthcoming newsletter. The subcommittee is also in the final stages of organizing a special Brown Bag to focus on financial wellness, which will take place in early April.
  - Benefits and Compensation (B&C): Co-chair Ian Ringgenberg reported that the subcommittee was continuing their work on tuition remission and converting the erstwhile resolution on increasing parental leave to a memo format to be sent to Human Resources.
  - Outreach: Chair Ann Hagen informed members that the subcommittee was in the process of editing the commercial they shot. Next month they will work on revamping the Welcome Kit. It will include the following topics:
    - What is the P&A Senate?
    - History of the P&A classification and the Senate
    - Representation
    - How to get involved
    - Resources and acronyms
    - Sample emails to constituents
    - How to contact constituents
    - Information on the University Senate Office
    - Governance Flow Chart
- Also, Hagen reminded members, elections are coming up quickly, so she asked subcommittee chairs to encourage members of their subcommittees to think about running for election.
- Communications: Chair Austin Calhoun said that the February newsletter was in progress and would come out the following week. The P&A Spotlight is the assistant director of marketing at Rochester.

### **3. Nominations for the Benefits Advisory Committee (BAC)**

The committee received three applicants for the 2017-18 P&A seat on the BAC. Members voted to nominate Karen Ross (incumbent) and Aurelio Curbelo to serve on this committee.

### **4. System-Wide Strategic Planning**

Vice Provost for Faculty and Academic Affairs Rebecca Ropers-Huilman joined the committee to discuss the system-wide strategic planning initiative. She began by thanking the committee for inviting her and for its engagement, saying that prior to assuming her current role about 13 months ago, she was very active in governance and believes in its importance. She then gave an update on the progress of the initiative. The committee was tasked in September 2016, and she and Rochester Chancellor Stephen Lehmkuhle were asked to co-chair. The committee is due to present a final draft of their recommendations to the Board of Regents in May 2017, for final approval in June. Ropers-Huilman emphasized that the intent is not to supplant strategic plans that are already in place at the campus and unit level.

The committee has completed the information gathering process, during which they visited each system campus to gather feedback. At the Twin Cities Campus, the committee hosted several

discussions to talk with students, staff, faculty, and administrators. They are now visiting the system campuses again in what is being called the “affirmation phase,” in order to check in and make sure everyone is on the same page. The key ideas, in draft form, are to:

- Value the distinctiveness of each unit
- Maximize the strengths of each campus to create a comprehensive University system
- Increase collaboration and decrease internal competition
- Maintain the high quality of research, teaching, and outreach across the system
- Improve the system and rely on synergies in order to communicate the University system’ strategic value to the State of Minnesota

Ropers-Huilman then invited questions. Hagen asked whether all campuses have their own plans in place. Ropers-Huilman responded that they do, but as Morris has a new chancellor, that plan may be revised in coming months. Ringgenberg asked whether fostering cross-enrollment via the “study away” initiative that allows students to spend a semester or year at one of the other system campuses is part of the plan. Yes, Ropers-Huilman said, and added that a faculty/staff exchange is also in development for professional development. She said that it will be important to watch the patterns of “migration,” as there are implications for tuition revenue. Online courses raise this same concern, she added.

DeVeaux asked whether such models exist at other university systems, and Ropers-Huilman responded that all university systems are very different, so it is difficult to compare. She also pointed out that the University of Minnesota system is not the only system in the state, and added that the committee has reached out to others leaders in higher education in the state. Catherine St. Hill asked if there are common challenges across the system campuses, and what the unique challenges are. Ropers-Huilman answered that a major challenge is that the other system campuses feel that the system is very focused on the Twin Cities Campus. Policies and processes do not always meet the other system campuses’ needs because they are built with the Twin Cities Campus in mind. To address this, the committee is proposing “system days” in order to allow staff and faculty with similar responsibilities across the system to meet and give input.

Ropers-Huilman admitted she was surprised that there was less involvement during the Twin Cities conversations. She heard from some people that everything they need is at the Twin Cities Campus, so they do not feel invested in this initiative. The committee hopes to elevate the conversation above how a system-wide strategic plan can benefit individual units or colleges, to the goal of enriching the entire system.

Ringgenberg related that the Benefits and Compensation Subcommittee has heard from P&As at the system campuses that they are subject to the same rules as Twin Cities employees, but that the rules are not applied in the same way, partly because the level of service at the Twin Cities Campus is not available on some of the system campuses. He also said that system campus employees feel that it is unclear who in OHR they should contact with questions, and that they often feel like they are asking someone a favor when requesting they call with questions. Ropers-Huilman asked how active Duluth P&As are in governance, and members agreed Duluth P&As are very active. Ropers-Huilman said that she was glad to hear that, since Duluth faculty are unionized and therefore cannot participate in shared governance.

DeVeaux asked whether there is a P&A representative on the System-Wide Strategic Planning Committee. Ropers-Huilman responded that there are several P&A staff members on the committee who are also administrators.

Elizabeth Schwartz asked whether global and international education is included in the system-wide plan. Ropers-Huilman said that international education is a high-impact student experience and much research relies on international knowledge or collaboration, but the committee also needs to remain focused on communicating the University's value to the state of Minnesota and Minnesota legislators.

Ropers-Huilman closed by encouraging members to attend another campus conversation that will take place on April 20th, 2017, or to provide feedback anytime via the [Office of the President's website](#). DeVeaux thanked Ropers-Huilman and Ropers-Huilman left.

## **5. Conversation with President Kaler**

DeVeaux welcomed President Eric Kaler to the meeting and thanked him for attending. Kaler thanked members for their service in governance, and then turned to the questions the committee had sent his office in advance. He introduced Vice President of Human Resources Kathy Brown, who was attending to speak to questions about talent management and other HR specific issues the committee had posed.

The first questions had to do with athletics. Kaler said that athletics falls under outreach and public service and teaching and learning pillars in the University's three-part mission. Athletics is an important part of the University brand, and many Minnesota residents' main interaction with the University is through Gopher sports. After medicine, athletics is the University's biggest public touch point. He pointed out that athletics is a huge operation, and some have the opinion that it is out of control and not sustainable, but Kaler said that he is not of that opinion. Most of athletics' budget comes from ticket sales, media, advertising and philanthropy. It receives an allocation of about \$7 million from central, and the department is billed roughly \$4 million of that. Therefore, there is a net flow of about \$3 million to athletics. To put that into perspective, Kaler informed members that when Title IX went into effect in 1972, the state legislature identified about \$3 million to support women's sports, which was eventually folded into the overall state appropriation. Because of this, Kaler said he feels that \$3 million is reasonable to support sports that do not generate much revenue. He also noted that the University offers about 25 division-level sports. In addition, other institutions provide much more funding to their athletics, and the University is fortunate to be able to fund over half of the athletics budget through revenue, etc. However, the goal is still to decrease the University's contribution to Athletics, and fund more of the budget through revenue.

Regarding the buyout of Tracy Claeys' contract, Kaler said that this is a one-time expense that is covered by a loan from the University's central reserves. It will be repaid over two years from

athletics revenue. The incident has also commanded a lot of time and energy in the administration. Both of the above happen when there are issues in any department.

Hagen asked what Kaler is hearing from the State Capitol these days. Kaler answered that the legislature would like to see Minnesota resident undergraduate tuition lowered, which he does not support, because a tuition reduction would benefit wealthy families-- those paying full tuition-- more than it does those who receive Minnesota State Grants. Student debt and affordability is another topic. He pointed out that 44% of undergraduates graduate with no debt, which is up about four percentage points from five years ago. The average debt is \$1,500 less than it was five years ago, and students are graduating faster, leading to less debt. There is also concern at the Capitol about men's football coach P.J. Fleck's salary. Kaler acknowledged that that is a lot of money, but it is about the average for a Big 10 men's football coach. He also said that given the investments the University and the state have already made in Gopher athletics (for example, TCF Bank Stadium and the Athletes Village), it makes sense to invest in the best human capital to make the infrastructure spending worthwhile. Finally, he said, there is talk about whether there will be a bonding bill. Last year, there was not, which was difficult on the University.

Hagen asked how Kaler thinks the University will do in the legislature. Kaler said that is is too early to tell. There are many pressures, and the Republican-controlled legislature is keen on reducing taxes. It will likely depend on what the state budget surplus is, he said. The University's key talking points are the following:

- The average student debt is \$25,000, and college graduates on average earn \$1 million more than non-college graduates over their lifetimes.
- Today's jobs need smart people. If the state wants to compete in today's economy, it needs smart, well-educated workers, which the University can provide.
- The University is the leading public academic institution in the state, and has enormous potential to transform the lives of Minnesota residents, as well as the state.

He encouraged members to be engaged and encourage their constituents to be engaged, as well. Resources are available at [advocacy.umn.edu](http://advocacy.umn.edu).

Next, the president addressed the issue of campus climate. He emphasized that respectful, well-framed, balanced conversations about free speech and campus climate are critical. He said that nearly everyone agrees that campus should be welcoming and safe for all, and that everyone should feel comfortable. However, he acknowledged, there is still more work to be done to that end, and it is everybody's job to make this happen. Uncomfortable conversations are important tools to make progress. He said that the Bias Response and Referral Network was created to communicate and react when incidents of bias occur, and to drive education around bias.

The next question asked about the new hires in senior leadership and diversity in leadership. Kaler said that although the recent turnover was more concentrated than usual, he has taken the opportunity to reorganize the senior leadership team. In terms of diversity, the senior leadership has 16 men and 12 women, but only one person of color, which he acknowledges is not good. The Twin Cities deans are made up of 11 women, 10 men, and two people of color. Kaler said this is a challenge in higher education in general, and acknowledges that there is a need to do better with regard to diversity in leadership.

The last question asked about the Trump administration's executive order on immigration. Kaler said that it is unclear what, if anything, Secretary of Education Betsy DeVos has in mind for higher education, but it is clear that the Trump administration will focus on reducing regulation, and that will extend to higher education, which will benefit for-profit institutions. He said he would not be surprised to see alteration of the Dear Colleague Letter regarding Title IX and how universities respond to sexual assault. He does not have any intention of changing the University's policies around protecting victims of sexual assault and harassment, regardless of changes in federal policy. The executive order on immigration creates challenges in the University's ability to welcome faculty, students and staff from all over the world, but especially the countries named in the order.

He then opened the floor to questions. St. Hill asked how the University interacts with community needs. Kaler gave some examples of community-focused programs, such as extension, the Robert Jones Urban Research and Outreach Center in North Minneapolis, Minnesota Sparks, 4-H, and MnDrive. MnDrive 2.0 will focus on decreasing social disparities, water, clinical trials for cancer, and data analytics.

Ian Ringgenberg asked if the focus on graduation time and numbers comes at the expense of student agency. He said that many Honors students come in with a lot of credits, and he is concerned about students being pressured to graduate in less than four years if they can, when it would benefit the student to use the extra time to participate in internships, study abroad, etc. Kaler agreed with Ringgenberg, and added that while some students may be developmentally ready to graduate in three years, an extra year of broadening and maturing is beneficial to others. He said four-year graduation is important, but that the point Ringgenberg raised is equally valid and often overlooked. Kaler thanked Ringgenberg for bringing up the issue and said he would speak with student affairs to dig further into the topic.

Kaler then turned the floor over to Brown, who addressed questions related to talent acquisition and management. In response to a question asking if the University will provide matching funds to develop and retain high-performing employees, Brown reported that the University receives a good number of applications for most open positions currently, so the University is mostly in

good shape in that regard. In the areas of technology and finance, however, talent acquisition is more difficult, and that is the same across the country. OHR has made efforts with regard to professional development to ensure that the University attracts top talent in those areas. In other areas, talent development is managed mostly at the local level.

In response to a question about the rationale for one-year contracts for P&A employees, Brown said that she hopes to take a look at this issue over the next year or so. She hopes also to address some of the pain points experienced by employees who transition between employee groups.

About vacation and whether the maximum bankable hours will be increased to better align with peer institutions, Brown said that one reason it is at 22 days currently is to encourage people to use their vacation time, which she feels is valuable. There is also a financial component to consider. However, she conceded, it is not desirable for people to be penalized for not taking vacation.

With regard to reinstating the 100% Regents Scholarship benefit for employees seeking second degrees, Brown said that if an employee is taking a course related to their job, it should be considered professional development, and professional development funds can be used to bridge the gap between the 75% tuition that the Regents Scholarship provides and the rest of the tuition. Ringgenberg reported that his understanding is that University policy prevents this. This leads to employees taking courses at community colleges that they could take at the University, so that their professional development funds can cover the cost. Brown said that is not how she has counseled people. President Kaler volunteered that it seems illogical that the University can pay for someone to take a course at another institution, but it cannot pay for someone to take a course at the University. Brown agreed, and said that if there is a policy change that can address that, she is willing to consider it. Kaler added that he is reluctant to cover 100% of tuition for second degrees, but he is willing to look at other solutions.

In response to a question about flexible work environments, Brown informed the committee that OHR has been doing a lot of work on this, and that they plan to roll out guidance around this subject in March 2017. The guidance will not say that flexible work arrangements should or should not happen, but will provide guidance for units on how to implement such arrangements if the unit feels it would be beneficial for them. The biggest concern is uneven application, she added. Kaler said that allowing employees to work remotely is a slippery slope, as it can inconvenience other employees, so it is important for supervisors to plan properly around such arrangements. Brown said that Millennials especially are very interested in this type of work arrangement, and that now the workforce is about  $\frac{1}{3}$  Millennials,  $\frac{1}{3}$  Boomers, and  $\frac{1}{3}$  everyone else. Five years ago, it was 50% Boomers, about 25% Millennials, and 25% other. DeVeaux

referenced the recent Gallup report, which showed that this issue is a driving force for retention and application.

Hagen asked how important peer institution comparisons are in decisions around benefits. Brown said that they are important for market competitiveness, but that institutions are so different that it is sometimes like comparing apples to oranges. Farrell asked how often OHR runs these comparisons. Brown said that salary is done regularly, but other issues are more episodic. They are trying to establish a schedule, however.

DeVeaux thanked Kaler and Brown, and with no further business, DeVeaux adjourned the meeting.

Amber Bathke  
University Senate Office