

**P&A Consultative Committee (PACC)**  
**November 8, 2018**  
**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/Chair-Elect's Report; Subcommittee Reports; Senate Committee on Committees Report; St. Paul Strategic Facilities Plan Report; Joint Compensation Committee Update; President Eric Kaler Visit; Presidential Search Profile Language Update]

**PRESENT:** Ian Ringgenberg (chair), Mia Boos, Ann Hagen, Erin Heath, Rahfat Hussain, Corinne Komor, Noelle Noonan, Julie Rashid

**REGRETS:** Fran Fabrizio, Jeremy Jenkins

**ABSENT:** None

**GUESTS:** President Eric Kaler; Brianne Keeney, deputy chief of staff, Office of the President; Patti Dion, senior director, Employee Relations, Office of Human Resources (OHR)

## **1. Chair and Chair-elect Reports**

Ian Ringgenberg, chair, welcomed the committee members and began his report. He said he and Noelle Noonan, chair-elect, met with Brianne Keeney, deputy chief of staff, Office of the President. Ringgenberg said he felt the meeting was productive having shared the P&A Consultative Committee's goals with Keeney and getting a sense of the administration's perspective on those goals.

Noonan said that she hadn't known the position of governance liaison existed and was pleased to learn of the position, adding she thought it could be especially beneficial during the transition in the administration. Noonan said she felt that Keeney heard the committee's messages, and an additional meeting with Keeney was set for December 2018.

Continuing, Ringgenberg said he felt there had been strong engagement by P&A committee members, senators, and the P&A employees at large, regarding issues most important to P&A constituents. He added that he and Noonan would travel to the University of Minnesota Duluth (UMD), along with Jean Otto, chair-elect, Civil Service Consultative Committee (CSCC); Becky Nelson, chair, CSCC; and Ingrid Nuttall, chair, Social Concerns Committee. They plan to meet with P&A constituents there as well as with Chancellor Lendley Black and the vice chancellors on the UMD campus.

Ringgenberg then asked for a motion to approve the agenda for the next P&A Senate meeting. A motion was made to approve and it was seconded. The motion passed with everyone in favor.

## 2. Subcommittee Reports

### *Benefits and Compensation*

Co-chair of the Benefits and Compensation Subcommittee, Corinne Komor, said that all subcommittee members had now been placed in one of four groups to discuss the four major priorities of the subcommittee regarding benefits and compensation. She added that a representative from the Office of Human Resources (OHR) would be joining the subcommittee's meetings regularly. Komor said she and Jeremy Jenkins, co-chair of the Benefits and Compensation Subcommittee, revisited the subcommittee's agenda items concerning benefits to determine how to work most efficiently with OHR in the coming year.

### *Communications*

Co-chairs of the Communications Subcommittee, Mia Boos and Ann Hagen, shared that two P&A Senate newsletters had been written and distributed in the previous two months. Boos also noted the P&A Senate's Twitter account was up and running with 240 followers; their intention was to tweet more regularly, and Hagen planned to live tweet from the November 9, 2018, P&A Senate meeting. She added that the committee would be setting up a publication calendar to better meet their publishing and communications goals. Hagen said the subcommittee had also set goals for a strategic communication plan and would contact a strategic communications specialist to lead the subcommittee through the planning exercise.

### *Outreach*

Co-chair of the Outreach Subcommittee, Erin Heath, shared that the subcommittee had successfully staffed all upcoming New Employee Welcome dates, except one in April 2019. Regarding elections, she added, only one unit - Public Health - did not have representation on the P&A Senate at this time, and they were currently holding elections. Heath suggested there could be better communication among senators and alternate senators within a unit, and wondered how the PACC and the subcommittees might facilitate that. She recommended a meet and greet session prior to the February 2019 senate meeting so that senators would have an opportunity to get to know one another.

Heath noted additional items still under consideration included:

- Timing for the bylaw review
- Discussion with the Outreach Subcommittee as to the value of the word "professional" in employment titles
- Follow-up with the Senate Office on flyers for New Employee Welcome meetings

A discussion then followed about ways to encourage senators within units to get to know their co-senators and alternates, and to encourage working as a team. Committee members discussed how senate positions were vacated, how they were filled, and whose job it was to keep track of such information. As there seemed to be no established procedure, suggestions were made as to

how to improve the flow of information. Noonan suggested a type of “exit interview” when senators left the senate because of a completed term, a job change, etc.

### *Professional Development and Recognition*

Co-chair of the Professional Development and Recognition Subcommittee (PD&R), Julie Rashid, told the committee about the next Brown Bag event with Sue Lombardo, director, One Stop Student Services & Student Success Center, UMD, speaking on Generation Z. Rashid added that for a future Brown Bag event, the subcommittee hoped to invite Laura Manydeeds, wellbeing program administrator, OHR, to discuss how University employees were successfully implementing their wellbeing plans.

Rashid then shared an update from Fran Fabrizio, co-chair, PD&R. To date, seven videos in the PD&R archives had been captioned. A discussion followed as to whether or not older, more dated videos should be captioned. Fabrizio’s recommendation was to concentrate time and energy on new and more current videos, while some committee members noted the historical value in the older videos.

### **3. Senate Committee on Committees Report**

Hagen, P&A representative on the Senate Committee on Committees (Senate ConC), reported that Senate ConC would be reviewing all consultative committees during the 2018-2019 academic year. The Senate ConC sent out a survey to the consultative committees under review in order to assess how well the Senate ConC was meeting its charge. Hagen encouraged PACC members to revisit the committee’s charge and take the survey, as it could provide a good opportunity to make changes to the committee’s charge if the committee felt that was warranted.

### **4. The St. Paul Strategic Facilities Plan Report**

Boos reported that she had attended a community listening session for the St. Paul Campus Strategic Facilities Plan, a long-term development plan to revamp the St. Paul campus over the next 30 years. She noted that the meeting was well attended, primarily by staff and faculty, as well as by student families and community members. She said the overarching vision of the plan was to highlight the land grant mission of the University while showcasing the uniqueness of its urban setting.

Boos added the intent of the plan was to improve the experience of being on the St. Paul Campus, to give the campus a cohesive vision, and to identify priorities in which the University wanted to reinvest. The plan would focus on:

- Applied land based research
- Lifelong learning
- Student experience
- Becoming a destination (the Bell Museum, farmers market, dairy and meat sales, Raptor Center, extension center)

Boos then listed the priorities in terms of infrastructure:

- Research labs
- Interdisciplinary spaces
- Campus life and amenities

She outlined the five zones of change listed in the plan:

- Buford Civic Spine - connect the spaces on campus and make the area more pedestrian friendly
- Buford Circle - house interdisciplinary research spaces
- Northeast Quadrant - expand greenhouses, aquaculture, urban agriculture and public art spaces
- Veterinary Medicine and hospital zone
- Commonwealth Terrace - upgrade and create new gathering places for working and collaborating

Boos concluded by noting the next step in the plan was the finalization of the documents, which would then be presented to the Board of Regents in December 2018.

## **5. Joint Compensation Committee Report**

Ringgenberg informed the committee that there were four applicants from P&A for membership on the Joint Compensation Committee (JCC). He added that he and Nelson would serve on the JCC in ex officio capacity only.

Noonan then made a motion to appoint the four applicants to the JCC. The motion was seconded. A vote was taken and all members were in favor, therefore the motion passed. Emily Becher, Adolfo Carrillo Cabello, Shannon Farrell, and Sean Poppoff were appointed as JCC members.

## **6. Annual Visit with President Eric Kaler**

Ringgenberg welcomed President Eric Kaler to the meeting and thanked him for attending. President Kaler noted that one of the hallmarks of the University of Minnesota was its robust participation in shared governance, and thanked the committee for its service to the University.

Prior to the meeting, the PACC had submitted questions to President Kaler for review. The questions centered around four main issues:

- Non-renewal of P&A employees
- Compensation
- Sexual misconduct prevention initiatives
- Reflections on the role of governance

President Kaler noted that staff turnover in large institutions was a difficult matter, and that an institution needed to recognize that staffing needs would constantly be changing due to a number of reasons (most often performance or budget related). He added that the University has a

requirement that every employee receive an annual review and an employee should, at that time, have a fairly clear idea of where he or she stands in terms of engagement with the institution. President Kaler said that he would leave the rest of that discussion to Patti Dion, senior director, Employee Relations, Office of Human Resources, and he would move on to the next topic.

President Kaler next explained how the University received funding from two sources: state appropriation and tuition. He said he felt that the current economic climate would no longer support double-digit tuition increases, which meant increases in funding to cover additional expenses at the University would have to come from state appropriations. He said that the legislature was under great pressure to fund K-12 education as well as Medicare and Medicaid, which left a smaller portion of appropriations available to the University. President Kaler noted that in a resource constrained environment, administration had to be more efficient and more effective.

At this point the meeting went off the record to discuss future legislative funding for the University.

President Eric Kaler then asked the committee for questions.

Komor asked President Kaler his thoughts on the change in membership on the Board of Regents, and if he thought the change would favor funding for higher education. President Kaler noted that while in recent years the BOR had moved to a more fiscally conservative stance, it could become less conservative because of the midterm elections.

Noonan stated that it was apparent, from the approval of the education referenda in Minneapolis and Saint Paul, that there was public support for education spending. She asked how the current administration might leverage that voter support to increase funding for all types of University funding needs including staff salaries. President Kaler said he believed Noonan was correct about voter support, but reminded the committee that the legislature would be required to make allocations to a number of very costly programs, including K-12 education, Medicare and Medicaid, and the opioid crisis, as well as higher education.

Ringgenberg raised the concern of the P&A members that as departments worked with leaner and leaner budgets, the merit pool was the only method available for staff to receive increases in compensation. Kaler then noted that the members of the University who “drive the excellence of the work that gets funded” are faculty and researchers; therefore those compensation packages must remain very competitive.

Kaler then moved on to talk about the success of the sexual misconduct prevention training. He noted:

- 99.3% of University staff had taken the training
- Students were receiving bystander training
- The initiative was receiving tremendous support from the University and its surrounding communities

Noonan asked President Kaler to reflect on his experience with University Senate governance. He said it was important that the incoming president understand the value of shared governance, and that would be part of the ongoing work of the committees. President Kaler said he was not aware of any institution that had a more robust shared governance system than the University of Minnesota. He

added that creating a good working relationship with the incoming president would depend on the committee listening, supporting, and engaging with the new president and working toward building trust and shared values.

President Kaler then referred back to the topic of non-renewal for P&A employees, and noted that if the administration was not doing a good enough job communicating on performance reviews, and the removal from a job appeared arbitrary to the employee in question, that was an issue that should be revisited by administration. Ringgenberg added that being dismissed for clearly spelled out reasons was understandable. However, the main concern among the P&A group, Ringgenberg noted, was that there appeared to be an operating policy of supervisors using non-renewal in place of quality personnel management.

A discussion then followed about the nature of how staff could be dismissed from jobs, and the varying reasons behind the dismissals. President Kaler said a termination should never appear arbitrary and it should never appear to be an unjustifiable surprise. Something like a sudden loss of funding, he noted, was a justifiable, if unfortunate, surprise. President Kaler added that employee evaluation procedures were complicated, and the best method was to communicate clearly and allow managers to manage, but a staff member should never be left with the feeling of “what just happened.” Noonan expressed concern that there were protocols in place for dismissal for all other staff groups, but a clearly defined protocol was not in place for P&A staff, and that was what the committee would like to see addressed.

Ringgenberg then thanked President Kaler, saying he had always appreciated his candor, his passion for the University, and his advocacy for everyone at the University. He wished President Kaler well on the transition into a faculty role.

At that point, President Kaler, Keeney and Dion left the meeting.

## **7. Update on Presidential Search Profile Language**

Noonan said she and Nelson had followed up with Laura Bloomberg, dean, Humphrey School of Public Affairs, and vice chair of the Presidential Search Advisory Committee (PSAC), regarding amending the wording in the Presidential Search Profile to include the word “staff” in the core leadership criteria required of the incoming president. P&A members had hoped the wording would be changed from “Collaborators who are committed to student and faculty success...” to “Collaborators who are committed to student, faculty and staff success....”

Noonan noted that Bloomberg had responded right away but referred the question to Regent Abdul Omari, chair of the PSAC, and Brian Steeves, executive director and corporate secretary, Office of the Board of Regents, who stated that the profile needed to focus on faculty and students, as those were the elements that stakeholders were most interested in when assessing the quality of a university, and no wording change would be made.

As there was no further business, Ringgenberg adjourned the meeting.

Geanette Poole  
University Senate Office