

AHC FCC AND FACULTY AFFAIRS JOINT MEETING

September 14, 1999

Minutes of the Meeting

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

PRESENT: Muriel Bebeau (chair), Robert Miller, Jim Boulger, Bert Stromberg, Theodore Oegema, Robert Bache, Timothy Wiedmann, Kathryn Krichbaum

REGRETS: Judith Garrard, Daniel Feeney, Patricia Ferrieri, Stephanie Valberg, Patricia Vayda

GUESTS: Terry Bock (Chief of Staff to the Sr. VP for the AHC), Jeannette Louden (Director of Human Resources, AHC)

[In these minutes: Presentation on Human Resources Distributed Model in the AHC, F&P Subcommittee Update, Faculty Compensation Plan, Role of the Faculty Affairs Subcommittee, Faculty morale]

Professor Bebeau welcomed Jeannette Louden and Terry Bock and called for introductions. Mr. Bock explained that three years ago the dean's council approved the objectives described in the strategic plan to improve the quality and responsiveness of administrative services in the AHC. He identified a number of efforts in the area of human resources that have already been accomplished:

- A couple of years ago, the HR department in the AHC was given the authority to act on behalf of central HR. This provided the AHC HR department an opportunity to design and develop policies that better reflect the AHC and its units for redesign processes, developing information systems, etc.
- An improvement process was designed which included the decentralization of human resources services and operations to the collegiate units.
- An implementation model and plan was developed to speed the process up so that the implementation would be through this academic year.
- The plan, called The Distributed Model, was presented to the dean's council and they recommended additional work in terms of the implementation plan and they consulted with the FCC.

At this point, Ms. Louden added that she was appointed to the position of director 2 1/2 years ago. Since that time 5 people were assigned to her from central and soon thereafter, the staff recruitment function was moved to the AHC with the authority to act in this area as well. A few months later, the Dean of the Medical School asked her to provide direct HR services to the Medical School - at this point HR people were moved from the Medical School to the central AHC HR department. She pointed out that people were moved around, not new hires.

Professor Bebeau asked Ms. Louden to describe the problems or perceptions of problems before she starting pulling HR services together. Ms. Louden responded that the perceptions seemed to be that:

- There were no human resource services in the AHC.
- It took too long to recruit people and the AHC didn't pay competitive salaries.
- No efforts were made to recruit.
- Applications were lost.
- There was no training.
- Classification and compensation was not handled well.

Services under the AHC HR department include:

- Hiring civil service/bargaining unit staff, including scientists, those who work in the lab and administrators.
- The AHC hires approximately 40% of the people hired University-wide, even though the AHC comprises about 30%.
- The HR staff supports high-level search committees.
- Because the economy is booming, they also spend time working with community groups and doing job fairs as well as changing their processes for advertising.
- Changing the classification system in the AHC such as the JEQ.
- Simplified the compensation process.

This led to a discussion regarding the JEQ process. Currently, there is a 48-hour turn-around for the JEQ unless there is an issue. Ms. Loudon commented that one of the goals of the HR profession is fairness and equity.

Ms. Loudon went on to explain that over the past couple of years, they have been:

- Training administrators and supervisors in the AHC to do their own day-to-day HR work.
- The policies have been changed giving people more authority to do in-range adjustments. Management guides have been developed to assist people in how to do a job description, performance appraisals, how to handle the family medical leave act, etc.
- A HR Update meeting held monthly is attended by 60-70 people from around the AHC to find out what's new in HR.
- The next step is to move some of the HR functions currently in the SR. VP Office into the units.
- Currently there are 16 people in Ms. Loudon's office. There are 20.5 approved FTE's. Beginning July 1, 2000, there will be a small senior consultant group to provide leadership and oversight for the entire AHC and to handle high-risk transactions; HR operations for the SVP Office and Duluth, and HR operations in all AHC collegiate units except Duluth. The objective is to decentralize the HR services and operations to the collegiate units.
- Copies of the presentation detailing the Distributed Model were distributed. Ms. Loudon walked members through the document. A copy of the presentation will be sent to those unable to attend the meeting.

Ms. Loudon spent some time describing "high-risk transactions." Some examples of a high-risk transaction include anything that could cross the president's desk or be reported in the DAILY or anything that could lead to discipline of a faculty member or Senate Judicial hearing. Another example would be if a department head called on a HR person to talk about some issues s/he might be having with their faculty members. Other examples of a high-risk transaction could involve the suspension of an employee or taking away an employee's pay against their will, sexual or racial harassment or anything that involves drug or violence in the workplace. Transaction such as these will be dealt with in the SVP Office. The expectation is that most day-to-day decisions will be made at the department or collegiate level. It was noted that the word "risk" has a negative connotation and perhaps another term could be used.

PeopleSoft system was the next item of discussion. Mr. Bock and Ms. Loudon talked about the enormous effort underway to input correct information on AHC faculty/staff. They have discovered numerous errors. It was recommended that each individual receive a copy of their record and then verify the information. The payroll system will be driven by the HR system.

Ms. Louden reported that as of July 2000:

- HR staff will be comprised of 5 or 6 FTE's
- Implementation of the Distributed Model will not involve additional hires but once again a shifting to the departments.
- Implementation could be impeded because some of the enterprise systems are not developed enough to support full distribution of services.
- Numerous system changes are occurring simultaneously, such as the Distributed Model and the Administrative Services concept in the Medical School.
- Staff in the collegiate units will need to be formally educated in terms of HR services.
- During the transition, special attention will be made to ensure that HR services don't deteriorate.

What will the relationship be between the HR in the AHC and central administration, one member queried. The AHC will continue to be independent except for negotiating labor contracts, which is done at the central level. Ms. Louden added that she meets with Carol Carrier biweekly.

Ms. Louden then asked members what problems they see in the AHC HR services. One member commented that one objective would be to reduce the amount of paper work and administrative load placed on the faculty so they have more time to research and teach. Professor Bebeau encouraged her to contact some members of the committee to determine whether improvements have been made.

UPDATES:

- Date of the AHC retreat has been rescheduled because it conflicted with the President's State of the University address.
- September meeting with SVP Cerra has been cancelled.
- AHC Community News is interested in the goals of the FCC for the coming year.
- The F&P Subcommittee meets bimonthly. This group has a number of items on its agenda including compensation policies, salary/equity issues and conducting a survey on compensation plans within the AHC. Members spent some time sharing their experiences relative to faculty compensation in their respective schools/college. In general, these experiences were less than positive. In one college faculty were asked for input in terms of the process but were told that it was the department chair's decision. The result is that the time spent with the peer evaluation is advisory in nature and the perception is that their input didn't matter. Another member expressed frustration because there is no appeal process - you get what you get! Honest communication regarding the process would be appreciated, another commented.

FACULTY AFFAIRS SUBCOMMITTEE

Professor Bebeau reminded members that last year considerable concern was expressed at the Faculty Assembly meeting about whether the Faculty Affairs Subcommittee was representative of the AHC. Moving on to the issue at hand, she reported that the Faculty Affairs Subcommittee had met last week to discuss its role and responsibilities. Members of the Faculty Affairs Subcommittee deliberated whether there are substantive issues for them to consider, and even if there were, would their input have any influence on decision making. Based on that discussion, members felt that the subcommittee should serve on an ad hoc basis, taking its queue from the FCC. Professor Bebeau went on to explain that earlier this year the FCC anticipated that the subcommittee would be working on the report regarding academic appointments. However, Executive VP Bruininks and the faculty leadership decided to dissolve the senate committee that was working on this issue and appointed a joint working group comprised of administrators and faculty (some of whom served on the senate committee). A report is expected to be brought back through the governance structure sometime later this semester and at that point the subcommittee will be asked to consider it. Professor Oegema stated that unlike the F&P Subcommittee that deals with issues common to the AHC, the Faculty Affairs Subcommittee would deal with issues that are dealt with by the University Senate Faculty Affairs or at the school level. It was therefore agreed that the subcommittee meet on an ad hoc basis, receiving its direction from the AHC FCC.

DEAN'S COUNCIL MEETING

Professor Bebeau reported that at the last Dean's Council meeting a standardized model for the preparation of documentation for promotion and tenure was presented. Members of the AHC-wide Promotion and Tenure Committee were commended for their work. She then passed around the manual, indicating that a book should be in each dean's office. Upcoming issues to be addressed at the Dean's Council include the Diversity Task Force Report, Faculty Administrative Developmental Plan and long distance education strategy. It is expected that the FCC will be consulted on each of these issues.

FACULTY MORALE ISSUES

The issue regarding faculty morale in the AHC was raised following a discussion about a meeting held to talk about promoting additional workshops on enhancing the consultative process. At that meeting it was suggested by one of the faculty from the Medical School that the workshops not be conducted the same way they were last spring - questioning whether the workshops would be worthwhile, at least for the Medical School. In order to get better governance in the Medical School departments the tentative plan is the get the Medical School Senators to be more actively involved in issues of governance. The belief expressed was that morale was so low that that it is difficult to get faculty to respond and to articulate their feelings. This led to discussion about the general low morale of the faculty in the AHC. A number of comments were made that include:

- If the faculty were aroused and could articulate what they think needs to be done then one might be able to begin to see a way clear to improve the faculty's lot.
- The top down approach has resulted in low morale. You can not build a great institution without energetic motivated faculty.
- No one knows where the AHC is going - what is the vision? What is the mission? Someone needs to say that the AHC is going to be 20th again (in terms of NIH funded research as we have slipped to 26th) and then ask, what do we have to do to get there.
- Another problem is that the schools are not unified and each school has its either its own quicksand or glory.
- Faculty consults on everything but make no decisions and take no action as a group of faculty.

Members then agreed that the FCC should use the retreat as a time to start thinking about how to get faculty to be more energized, take back their power, become more proactive and to strategize on how to make the AHC a world class institution.

The meeting was adjourned at 2:10 p.m.

Vickie Courtney

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AHC