



**December 15, 2006**  
**MINUTES of the Meeting**

**Representatives Present:**

Kari Anderson, David Bernstein, John Borchert, Lynn Burbank, Elaine Challacombe, Jaki Cottingham-Zierdt, Will Craig, Stacy Doepner-Hove, Susan Doerr, Frank Douma, Pam Enrici, Mary Hoepfner, Barbara Jensen, Jacob Johnson, Penny Kessler, Mary Laeger-Hagemeister, Tom Mahoney (polycom), Catherine Rasmussen, William Roberts, Caroline Rosen, John See, Pam Stenhjem, Larry Storey, Jill Trites, Angie Vail, Barbara Van Drasek, Kendra Weber, and Sheryl Weber-Paxton

**Senators Present:** Wendy Friedmeyer, Erin George, Gail Hockert (polycom), Kirsten Jamsen, and Paul Soper

**Alternates Present:** Josh Casper, Jennifer Falzerano, Jacob Johnson, Dale Swanson, and Scott Wilson-Barnard

**Representatives Absent** Fred Dulles, Elaine Hansen, Ingrid Nuttall, Rand Rasmussen, and Karen Strauman-Raymond

**Senators Absent** Kelly Culhane, Tina Falkner, Peter Haeg, Jim Hildebrand, Andrew Hill, and Colleen O'Neill

**Call to order:** Jaki called the meeting to order at 9:00am. John See, Representative, Carlson School of Management, and Dan Moore, Liaison, Student Senate Consultative Committee were introduced to CAPA. The minutes of the November 17th meeting were reviewed and approved.

**Strategic Positioning Update- E. Thomas Sullivan, Senior Vice President and Provost, Academic Affairs, and Sharon Reich Paulsen, Assistant Vice President, Office of Senior Vice President and Provost, Academic Affairs**

Provost Sullivan began by saying the University is well into the implementation process of Strategic Positioning. In an effort to keep the University Community informed he sends a University wide update on strategic implementation each six to eight weeks. He thanked CAPA for supporting the work of strategic planning and implementation process. He provides reports to the Regents Board on a regular basis and they have expressed their support for the strategic plan and process. Sullivan then opened the floor up for questions from the CAPA membership.

**Jaki Cottingham-Zierdt:** The indices for the University's success include the contributions of faculty and students but the contributions of academic and professional administrators are generally absent. This is a great concern for CAPA, knowing that if the contributions of P&A are not measured by strategic metrics their work will not then be valued by the University.

**Provost Sullivan:** Top-level support and efficiency are essential to reaching strategic



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benchmarks. Vice President Carrier and Vice President O'Brien are working with staff on the implementation of strategic metrics and measures.

**Jaki Cottingham-Zierdt:** Jaki pointed out that the issue of generating revenue is also very important to strategic indices. P&A are very involved in securing research dollars through grants and other funding streams, and she asked what CAPA can do to measure this?

**Provost Sullivan:** The University of Minnesota is unique in the many critical roles played by a large number of P&A, including positions linked to securing research funds. He noted that Jaki is correct in her comments that these contributions must be measured in order to insure P&A are rewarded for efforts.

**Pam Enrici:** In Duluth there is a division occurring between those P&A who perform research and those who teach, presumably created by the revenues attached to research work.

**Provost Sullivan:** Vice President Carrier's office conducts the related compensation surveys related to these differences and he said this is a market driven issue.

**Will Craig:** Asked if the contributions by P&A to well respected academic journals will be included in strategic measurements?

**Provost Sullivan:** Yes these achievements are measured.

**Pam Stenhjem:** Said she has closely evaluated the strategic metrics and measures of P&A contributions as part of her work as the Professional Development and Recognition Chair and she has not found any indexes specific to the work of P&A. Pam asked specifically how P&A achievements in teaching, research, journal publications, and other areas are being captured?

**Provost Sullivan:** This work is being done by his office and agreed they could do a better job of capturing the information as it relates to P&A. Provost Sullivan said he would talk with Richard Howard, Director of the Institute of Research and Reporting, and Metrics and Measures Task Force, chair, about how to carve out a discussion on P&A contributions to research, revenues, and other areas. He noted the University is working to improve the area of data collection through specific efforts in Research and Reporting.

**Jaki Cottingham-Zierdt:** Said that as a member of the Committee on Institutional Cooperation Association of Professional Staff Councils (CIC-APSC) CAPA has been asked to provide information about P&A contributions to University research and teaching achievements. She noted that this information has been very difficult to acquire and that it would benefit not only CAPA and the CIC but also the work of the P&A Compensation Workgroup. CAPA, particularly Pam Stenhjem, has begun the work of gathering this data.

**Provost Sullivan:** Since CAPA has started its own benchmarking, he suggested they contact Richard Howard, Director of the Institute of Research and Reporting, and Metrics and Measures Task Force, Chair, directly to discuss moving forward on data collection.

**David Bernstein:** Strategic Task Forces highlighted the importance of interdisciplinary work and civic engagement. David raised concern about the increased workloads of P&A who are heavily involved in this work and in need of more staff support.

**Provost Sullivan:** Noted interdisciplinary work and civic engagement did not have specific



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task forces because of the goal to imbed these efforts into all of the academic work of the University. He said that as the colleges continue to implement strategic recommendations there would be a ramp up of staff, particularly with new initiatives and institutes, such as the Institute on the Environment and the Institute for Advanced Studies. He said that the addition of staff is a priority of these initiatives. With regard to civic engagement Victor Bloomfield is the Associate Vice President for the Office of Public Engagement but there will be a national search for a new director. More staff will be hired.

**Stacy Doepner-Hove:** We haven't heard about the implementation process and how it is impacting P&A she said, or how CAPA can participate or assist P&A as strategic positioning moves forward.

**Provost Sullivan:** He reported that at the beginning of the wave one implementation he visited all of the impacted colleges and spoke with staff across units. He said this was significant to learning about how things were going and he plans to follow up with another visit this spring. Implementation of strategic recommendations are headed by Sharon Reich Paulson, Assistant Vice President, Office of Senior Vice President and Provost, Academic Affairs, and he asked her to speak to this question.

**Assistant Vice President Reich Paulsen:** Began by saying the wave one changes were the first phase of strategic implementation. P&A have largely lead this work at many levels including the writing unit level constitutions, establishing new college honors programs, providing academic advisement, and so many other areas. There is specific support for P&A who are at the department head level to assist with the implementation of strategic goals. Vice Presidents O'Brien and Vice President Carrier Co-Chair implementation work groups, which rely heavily on P&A to be effective.

**Provost Sullivan:** Added that after two and one half years of task force advising work the implementation phase would no longer be happening at a task force level. CAPA has supported the strategic process from the beginning and will be approached for ad hoc group work. He said he is more familiar with P&A and CAPA members following the task force work and looks forward to utilizing these connections, as needed, to move the process along.

**Jaki Cottingham-Zierdt:** Asked that CAPA continue to be involved in the strategic process and that this involvement be timely and actual. There is a high level of talent and ability among P&A that is essential to the strategic process. People have expressed concern about the new level of workloads, a level that increased during strategic planning and is continuing now into the implementation phase. She said that because P&A as a class feels vulnerable they have difficulty participating in governance. CAPA is making an effort to increase governance participation through communications improvements to its web site, newsletter, forums, and other means.

**Jill:** Asked what she and her colleagues could do to work through strategic implementation in the College of Education and Human Development?

**Provost Sullivan:** Sharon and Melvin Mitchell, Campus Director, Human Resources, work together to address these issues, you can speak with them regarding the College of Education and Human Development.



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**Lynn Burbank:** Said that all of the information she has received about strategic positioning has been through CAPA and she has heard nothing where she works on the Duluth Campus. She asked what is being done to communicate with the coordinate campuses?

**Provost Sullivan:** Said communications regularly go to the Chancellors of the coordinate campuses. Senior Vice President Robert Jones coordinates strategic implementation with the coordinate campus Chancellors and he is waiting to receiving reports from them. Constituents should contact the Office of the Chancellor on their campus to ask about this. Hearing no further questions, Provost Sullivan thanked CAPA for the discussion.

**Discussion:** CAPA continued discussion of strategic positioning with the following salient points having been made:

- David expressed concern that the question of increased workloads had not been addressed, adding that the concept of productivity ignores an aspect of academia tied to development of quality course curriculum. He said that he and his colleagues put a good deal of time into the advancement of educational materials, which is not tied directly to compensation, but is essential to academic pursuits. He asked how this work would be measured or valued under a model, which equates quality with productivity?
- Mary noted that Extension workloads have been expanding. Employees who resign or are terminated from their positions are not being replaced and the geographic area assigned to each individual is increasing.
- Stacy noted that the discussion prompted her to think CAPA should look at best practices of P&A across the institution.
- Will expressed that he is satisfied in his position and feels that P&A in his area are treated with equal respect and consideration.
- Larry pointed out that CAPA likely does not often hear from people who are satisfied in their position, and that it is good to consider this point when representing the voice of P&A.
- Stacy said that during discussion groups of the P&A Compensation Workgroup there have been a good many P&A who have offered positive feedback regarding overall job satisfaction and specifically in being respected by their supervisors. She noted that there have also been a good many people who have reported difficulties.
- Jaki pointed out that as an employee governance body CAPA has an obligation to do what it can to attend to P&A concerns. She agrees that CAPA needs to present a balanced picture by acknowledging the positive efforts of management and the productive work environments of P&A at the unit level. This is one of the reasons for the P&A Unit Award. But CAPA also needs to remember that employees who believe they are being treated poorly and or feel vulnerable need representation, information, and advocacy.



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**Civil Service Committee Report – Cathy Marquardt, Vice Chair, CSC**

- Cathy reported that in November the committee had a visit from President Bruininks. He said he approved of the committee's request for increased professional development funds. The proposal calls for an increase of \$2,000 annually up to \$10,000, which would be reached in 2011-2012. He encouraged the committee to follow the budget approval of the request and should it be denied, to contact him. The average professional development fund request stands at \$143, with a cap of \$200.
  - President Bruininks said that he would not support the tuition reimbursement to employee dependents. He cited a number of reasons for this including the great need by Minnesotans for affordable tuition and his feeling this need must be addressed prior to any possible consideration of a tuition benefit for employees' dependents.
- Donna Peterson presented the Biennial Budget Request for 2008-2009.
- The Civil Service Senators met prior to the November Senate meeting to discuss the agenda items, in particular the tuition benefit. Civil Service Assembly members submitted reports from their respective committees, which were distributed to CSC members and posted to the web site.
- The Compensation subcommittee has begun review of the Civil Service Pay Plan.
- Linda Bjornberg, Director, University Services Human Resources, continues to attend the Compensation subcommittee meetings and provide updates on the Facilities Management reorganization.
- There were 32 new Civil Service employees at the November New Employee Orientation.
- Cathy is unable to attend the January and February CAPA meetings. There is no one available to attend in January but Cathy will ask Peg about attending in February.

**Student Senate Consultative Committee (SSCC) Report – Dan Moore, Chair**

- Dan has been elected chair, replacing Josh Beiningen who graduated.
- The SSCC received a presentation from Project Resell, which is involved in the collection of used cell phones and computers for redistribution. The project is concerned with minimizing the environmental impact of this technology and with bringing this technology to people who would likely not otherwise be able to afford it. The project is seeking to get the word out so that people will donate cell phones and computers rather than throwing them out.



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**Graduate and Professional Student Assembly (GAPSA) – Bree Richards,**

- Bree said GAPSA advocates for students at the University, State, and Federal levels. GAPSA seeks to contribute to the development of graduate and professional student culture at the University. The Assembly has three grant programs that fund events, programs, and services for graduate and professional students.
- GAPSA is working with MSA on the ethnographic project called Stamp It, to expand the selection of ethnic categories in all student application forms and would allow students to select more than one ethnic category.
- GAPSA is against a proposed expansion of Refundable Refuse fees that would increase this fee to more than 20% of GAPSA's budget.
- GAPSA is seeking greater rationality for the punishments that are to be imposed under the revised Code of Conduct. They are asking for the word 'appropriate' to be added to the use of the word punishment found in the Code.

**Benefits and Compensation (B&C) Report - Frank Douma, Chair**

- Frank reported the Board of Regents passed the proposed Recruitment and Retention Resolution and revised Health Care Policy. These are broad language policies and there will be more language to address at the implementation level. In February the Board of Regents will vote on the Work Life and Personal Leave Policy that CAPA looked at in November.
  - If this policy passes, Frank said they would begin working on specific language for personal leave policy including the question of taking leave time in segments rather than all at once.
- Frank asked CAPA about their support for the Tuition Benefit for Dependents resolution passed by the Faculty Senate. He noted that CAPA has historically supported such a benefit and that the President is opposed to approving the benefit as it has been proposed. Members asked if there might be a way to craft a tuition benefit that that would address the concerns raised by President Bruininks at the Civil Service Committee and elsewhere? Frank asked members to think about this and bring their ideas to the B&C Committee.
  - Mary Laeger-Hagemeister raised the concept of a tuition benefit that could be used either by the employee or her dependants but only by one person at any particular time.

**Communication Report – John Borchert, Chair**

- The Communications committee continues to work with the Professional Development and Recognition Committee to produce and distribute the CAPA News.
- The language in the Communications Audit is being refined with the aim of generating more useable information.



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**Professional Development and Recognition (PD&R) – Pam Stenhjem, Chair**

- Pam reported that PD&R is working on revising the criteria for the P&A Unit Award.
- She has been developing the next steps for the P&A metrics and measures project and should have a report on it next month.
- CAPA News is on going.
- The Spring Event team will have a date to propose by next month.

**Representation and Governance – David Bernstein, Chair**

- The Carlson School of Management's newly elected Representative is John See, and the newly elected alternate is Joann Syverson.
- The College of Education and Human Development (CEHD) has requested a permanent second CAPA Representative. Since the wave one merger CEHD has had two elected representatives. However, unless the CAPA approves the proposed permanent change CEHD will return to having one representative at the end of the academic year. The work of P&A in CEHD has become more diverse and there are now over two hundred P&A in CEHD. He said these circumstances fulfill the requirements as stated in the CAPA Bylaws for adding a second representative. David made a motion to accept the CEHD request for a second representative and the motion was unanimously approved.
- Barbara Van Drasek introduced the need for a CAPA procedural manual as an additional governance document. The purpose of the manual is to have a document, which can be readily adapted to deal with unforeseen procedural needs. She noted the principles of each document are transparency and permanence but the addition of a manual is intended to add some flexibility where it is needed. She said the Bylaws document has become large and requires a minimum of two months for approving any changes. The same is true of the Constitution. She asked that members consider this idea and it would be brought up for vote at the February meeting.

**Good of the Order:** Hearing no further business Jaki adjourned the meeting at 12:00pm.

Sara Balick  
University Senate