



[In these minutes: Leadership Mining Presentation, Approval of Resolution on the Personal Floating Holiday, Q&A regarding CAPA Elections]

CAPA MEETING
Friday, January 21, 2011

PRESENT

Representatives: Sarah Waldemar (chair), Neil Anderson, Dean Carlson, Brenda Carriere, Benjamin Clasen, Christine DeZelar-Tiedman, Stephanie Dilworth, Frank Douma, Scott Gilbert, Ann Hagen, Cynthia Hagley, Kirsten Jamsen, William Patrek, Steven Pearthree, Kristine Piescher, Rand Rasmussen, Amy Renne, Caroline Rosen, Cathy Schulz, Laura Seifert, Lori Smith, Danny Sussman, Andrew Swain, Travis Trautman, Roger Wareham, Sheryl Weber-Paxton, Patrice Webster.

Alternates: Rebecca Moss, Lisa Schulte, Kimberly Simon.

Senators: Tatyana Shamliyan.

Guests: Joel Maturi, Meredith Poppele.

ABSENT/REGRETS

Regrets: Pamela Enrici, Shawn Haag, Scott Madill, Meg Stephenson, Anne Vande Berg.

Absent: Sarah Corrigan, Amber Fox, Pamela Wilson.

1. COMMITTEE REPORTS

Benefits and Compensation (B&C)

Christine DeZelar-Tiedman and Sheryl Weber-Paxton stated that the Benefits & Compensation Committee did not meet in January but February agenda items include the 27 pay period issue and the non-renewal policy while Susan Cable-Morrison will talk about the Regents Scholarship program in March.

Communications

Travis Trautman stated that the Communications Committee also did not meet in January but will meet on February 8. They will be working on a wordmark for the new P&A Senate with University Relations and with members of the R&G Committee to network with other P&A serving in governance.

Professional Development and Recognition (PD&R)

Ann Hagen said the PD&R committee held its first Brown Bag yesterday. There were 15 people in person and 37 online. The February 11 event will feature Donna Peterson speaking about the legislative session. The March event has been moved to the 25th and plans for April and May will be released shortly. An announcement has been made for this year's Outstanding Unit Award (OUA). PD&R is working to garner support for P&A inclusion in the teaching awards by

speaking with college administrators and requesting letters of support. The Professional Development Fair will be held on March 8. As only 40 people are allowed per workshop, she suggested that people register early. She is also pushing to have the keynote address broadcast via UMConnect so that the coordinate campuses can watch it live.

Representation and Governance (R&G)

Neil Anderson said that R&G met last week and is working with the Medical School on an election. They are also working on outreach to P&A serving on other committees and developing the Outreach Subcommittee charge. Elections will be held in April so nominations will be collected in February and March.

2. EXECUTIVE COMMITTEE REPORTS

Chair Waldemar said that she attended the first meeting to deal with the 27 pay period issue. She will bring updates at future CAPA meetings. Vice Presidents Brown and Carrier are scheduled as leadership speakers later this year and President Bruininks will be here in February. The Senate Consultative Committee received a report from Mary Luther on the Classification Study and she will be invited to present at a CAPA meeting this spring.

3. LEADERSHIP MINING PRESENTATION

Joel Maturi, Director of Intercollegiate Athletics, was introduced as the leadership mining speaker for this month. He started by stating that he is very happy that 2010, and its issues, is over. He was a high school coach and teacher for 20 years. He is proud of this service as it shaped him today. He has always been an athlete and a coach but his mom made sure that he was also taught the value of education.

He looks at athletics as an extension of the University. He knows that major sports – football and men’s basketball – have changed and not for the better. Money to pay coaches and travel, as well as the market, has skewed the reality in these sports. When he talks about the other sports, he sees them as any other student group – good students participating while working towards a meaningful degree. The media also fixates on the major sports. A perfect example is the overwhelming media coverage provided to the hiring of the new football coach compared to the few articles about the presidential search and hire. He has learned to not fight this issue but find ways to make it positive.

Joel Maturi said that he has decided that in order to be a good director, he cannot let the negative aspects affect him or his family, and he prefers to not even hear it. Instead he believes in being upbeat and positive to lead athletes and his employees. He also believes that he can always choose his attitude and effort. He had to learn to lead himself before he could lead someone else. To him, leadership means helping people achieve success in what they do.

He came to the University in 2002 when there were still two separate athletic departments – men’s and women’s. This arrangement was different but it had been successful. When the decision was made to merge the departments, he believes that it went well due to several conditions. The stakeholders were centered in the reality of the situation and they were actively involved in the decision. A leader needs to know that they cannot always do what other people want, but they need courage to ask and then be willing to do what is needed. An example of this philosophy was involving the athletes in the department’s code of conduct creation while knowing that the final decision was his.

The new mission statement was also created through this method:

To serve as a window to the University, in an environment of integrity and equity, that enables student athletes to achieve excellence in their academic and athletic pursuits.

This was also a chance to find ways for athletics to promote the academic mission. He receives much, free advice as many of his decisions are made in the public eye. He uses this visibility to teach his young kids (as he thinks of them as times instead of athletes). He also tries to highlight integrity as this applies to compliance. Unfortunately, the University is tied with the University of Wisconsin for the second most major violations in the history of the NCAA. Equity was a necessary element when the departments were merged and he asked the employees not to keep score.

He is proudly guilty of the fact that he supports 750 athletes in 25 sports and he wants them to be better. This does not just mean more wins than losses. The graduation rate for athletes is higher than the general student body and keeps improving. He also tries to counter the culture at this large institution that if other students can miss classes, athletes can do it as well.

When he came in 2002, there was a \$31 million projected deficit within seven years. He was able to save \$1 million in the first year by employees leaving and nine years later the department is in the black. He had to say 'no' many times to achieve this goal and some people feel that this has left his department at a competitive disadvantage. He tries to live by what is best for the University, the department, and the student athletes. He believes that being surrounded by a good management team makes this easier.

Q: Most people do not hear about the majority of the sports. How does he counteract this trend of low media coverage?

A: This is not a priority of his as media coverage is not the reason why students choose to participate. Society determines what gets coverage and for no reason chooses not to care about the other sports. When the radio contract was renegotiated last time, he was able to leverage coverage for women's basketball but now the network does not want this to air as it is not good business for them. The community needs to contact the media to make a change. He just needs to remind athletes of the advantages to participating in sports – receiving an education, involvement in a reputable sport, and a chance to meet other students. He does know that the disparity in coverage is hard for some students.

Q: How does he communicate with his staff, coaches, and players when there are personal attacks on him?

A: His tendency is not to respond or defend himself. He also does not believe most of what is said. His staff agrees with this approach and have responded in this fashion during his 360 degree reviews. He knows that the majority of people do not know who he is. His contract expires in 2012 and last summer he was offered an extension so that the new president would not have to spend time during the first year on an athletic director search. He declined this extension because he believes that the new president should get to decide if he will remain. He will meet with the president in October to evaluate his performance and working ability since it is possible that either side might not want to be in this relationship.

Q: How does one lead when high profile people speak against him?

A: He believes that it is a credit to Coach Brewster that he did not speak publicly after being terminated as is common among power coaches. He has learned to have thick skin, believe in himself, and spend more time with the power coaches so that they are happy. His approach is to visit these coaches about three times per week in their offices during the season and weekly during the off-season. He meets with the other coaches monthly. He does not worry about how

power coaches feel about him. He knows that he cannot be afraid to treat things differently based on the information that he has.

Q: How does he create a climate to do important work and succeed when he does not see everyone the same amount?

A: He has an open-door policy and is known to be accessible and available. He will always find time when a meeting is needed. He has a monthly coffee and doughnut session at which time he encourages everyone to show up. He has three department meetings that only last for one hour so the majority of people show up since they know that the meeting will not run long. He also believes in hosting other social events with guests. He does a weekly walk-through of Bierman to see most of the people in the programs. He and his wife's philosophy has also been to recognize weddings, births, and deaths for his staff, coaches, and students. Each year he evaluates all the coaches and asks for athletes and employees to complete a survey. The lowest score received each year is on the coach being available. He also works with the coaches so that they realize that good kids sometimes do bad things and this is an opportunity to teach and educate and not just get rid of the problem.

Neil Anderson noted that Meg Stephenson is the athletics representative to CAPA but there is no alternate. He suggested that Joel Maturi consider appointing an alternate and talk with Meg about her experience on CAPA.

4. APPROVAL OF THE RESOLUTION ON THE PERSONAL FLOATING HOLIDAY

The resolution was approved as presented.

5. Q&A REGARDING 2011 CAPA ELECTIONS

Neil Anderson said that CAPA leadership positions are excellent opportunities to garner leadership and management skills while gaining friends. To highlight the benefits and obstacles he will be asking questions of current leaders.

Q: Chair Waldemar, what were the key factors in deciding to run for CAPA Chair?

A: During her service on R&G the succession plan was implemented. She saw service as the chair as an opportunity to contribute and make it work. She also believes in leading through example. CAPA's visibility has increased and she wants to maintain this momentum.

Q: Travis Trautman, what have you gained from this experience?

A: He started on CAPA because there was no representative from his unit. He thought that committee chair would be too much work but he saw ways to improve the process, organize, and build collaboration. His job as chair is mainly to set the meeting dates, plan the agendas, and keep the process moving. This has also been an opportunity to meet great people.

Q: Sheryl Weber-Paxton and Christine DeZelar-Tiedman, what are the obstacles and benefits to being co-chairs?

A: Their process is to switch who is in charge each month as way to relieve some responsibility. They learned that they cannot assume anything with two people and they need to keep each other involved by copying each other on emails.

Q: Ann Hagen, what are the extra tasks for a committee chair versus member?

A: If someone is a committed committee member, then there is not much extra. There is the one hour, monthly committee meeting and two Executive Committee meetings per month. This schedule was intimidating at first but Chair Waldemar runs efficient meetings and cancels Executive Committee meetings when business can be conducted via email.

Q: Frank Douma, as a six-year University Senate member, what are the benefits?

A: The benefits are the same as why someone joins CAPA, to know what is going on. Through the University Senate he gets to interact with faculty, civil service, and students as well as hear the President speak at each meeting. This makes the University situation more real and understandable. He can also see his contribution to the University by working on real issues. It is an opportunity to get to know people outside the academic perspective.

Q: Steven Pearthree, what are the expectations of the chair-elect?

A: He looks for passion in an employee's eye when they talk about commitments outside work. This should be the same reaction for the chair-elect. He likes to hear options from different perspectives to keep P&A moving forward. As for next year's Executive Committee, he would like to reduce the numbers of meetings to once per month and use technology more.

Neil Anderson thanked everyone for their responses and suggested that if anyone is considering serving, they contact people outside of the meeting. If necessary, supervisors can be contacted if someone is considering running for a position and would like additional support from the Executive Committee

Chair Waldemar said thank you to the Executive Committee for making her job easy this year.

6. OTHER BUSINESS

With no further business, Chair Waldemar thanked the members for attending and adjourned the meeting.

Becky Hippert
University Senate Office