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Representatives Present:

David Bernstein, John Borchert, Lynn Burbank, Laure Campbell, Anita Cholewa, Jaki Cottingham-Zierdt, Will Craig, Stacy Doepner-Hove, Fred Dulles, Frank Douma, Pam Enrici, Tina Falkner, Wendy Friedmeyer, James Hildebrand, Mary Hoepfner, Barbara Jensen, Penny Kessler, Mary Laeger-Hagemester, Colleen O'Neill, Peggy Rader, Catherine Rasmussen, Karen Strauman-Raymond, William Roberts, Caroline Rosen, Jill Trites, Barbara Van Drasek, Roger Wareham, Angie Vail, and Kendra Weber (Poly-Com)

Senators Present: Randy Croce, Annette Digre, Gail Hockert (Poly-Com), and Dale Swanson

Alternates Present: Allison Corkey, Erin George, Lori Gilbertson, Elaine Hansen, Andrew Hill, Sherri Holmen, Barbara Hovrath, Kirsten Jamsen, Pat Jondahl, Kathryn Klopffleisch, Erling Kurtti, Jim Licari, Cynthia Murdoch, Rich Portnoy, Cheryl Rackner-Olsen, Kathleen Roufs, and Mary Ellen Shaw

Representatives Absent: Noro Andriamanalina, Rebecca Lentz, Andre Prah, and Rand Rasmussen.

Senators Absent: Peter Haeg, Kelly Culhane, Emily Finch, Lisa Garrett, and Paul Soper

Call to Order: Jaki Cottingham Zierdt, Chair, called the meeting to order at 9:00 AM.

Action

Consent Agenda

The revised agenda was approved unanimously.

Minutes of the Meeting:

The January 20th, CAPA board meeting minutes were reviewed and with changes noted, unanimously approved.

Information

Committee Reports

Executive Committee Report – Jaki Cottingham–Zierdt, Chair

- Jaki began by saying that Vice President Kathy O'Brien would be discussing the report from the Administrative Service and Productivity Steering Committee. Jaki asked that members who had not done so already, please read the report, as it is critical to P&A. She asked that members provide feedback on the report either directly to VP O'Brien, or via the Transforming the University Website.
- Jaki then noted that the report from the Small Colleges Task Force was due to be posted February 20th. She said the task force had worked together in addressing a number of



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challenging issues and determined that investment in human capital is essential to meet the goals of strategic positioning. She encouraged members to also read this report.

- Jaki said Carol Carrier, Vice President, Mary Luther, Director of Compensation, Jackie Singer, Director Employee Benefits, and Nan Wilhelmsen, Director Employee Benefits, had met with the CAPA Executive committee on January 9th to discuss forming a task force to review the P&A employee group. The task force will be co chaired by Mary Luther and Jackie Singer and include two P&A representatives. Jaki said that the employee group has been in existence for twenty-five years and this process is an exciting opportunity to clarify and bring consistency to P&A job classifications. She opined that a significant number of current P&A job classifications are so broad as to be nondescript. Jaki said that CAPA enjoys a good working relationship with Nan Wilhelmsen and Jackie Singer, and believes that the process of review will be open.
 - Nan Wilhelmsen added that the review is part of continuous improvement and not an attempt to downsize the P&A class, but rather to improve the structure of the class, to align it to University policy, and with strategic positioning goals.
 - Jackie Singer said the issue of benchmarking has grown in importance for the Board of Regents, and that improving the structure of the P&A class is a proactive effort to address both the needs of the University and the concerns of the Board. She said Professor John Fossum from CSOM would also be on the review task force. Jackie said the group has not met yet, but she will come to CAPA meetings to provide updates as the work progresses.
 - CAPA members Pam Enrici and Roger Wareham suggested adding representatives from the coordinate campuses to the task force. Jackie Singer said that if there were individuals who could meet twice each month over the course of the next twelve months or so, she would look at adding those people to the task force.
 - Jaki Cottingham-Zierdt summarized by saying that the review process would undoubtedly be difficult at times but the task force was starting from positive place and that she hoped this review would strengthen the P&A class by clarifying the breadth and depth of the work performed by P&A.
- Jaki then reported that the Employee Retention Resolution that was approved by the University Senate is having an impact. She read a letter from President Bruininks endorsing the resolution and calling for OHR to respond to the specific concerns of the resolution. Jaki said the resolution is important to improving the position of P&A at the University in the context of strategic positioning. She said she would send a copy of the President's letter to members upon request.
- Jaki said it is time for CAPA to fill positions that will be vacated at the end of the academic year on University Senate committees. After two three year terms of service on a senate committee P&A are asked to rotate off. Randy Croce serves on the Committee on Committees, which is charged with appointing people to serve on Senate committees. He said the process of appointing people will be completed before the end of the term, and persons who would still like to apply have a maximum of three weeks to do so and should be advised that there are is a



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large pool of applicants already under consideration. People interested in applying should speak with Randy.

- Jaki said that the 2006 CAPA retreat has been scheduled for August 23rd. It will be an all day event like last year and people should please mark their calendars. The venue will be at St. Anthony Main, where it was held in 2004. The St. Anthony site is both a good value and a pleasant environment.
- Jaki reported on the following items from the February Board of Regents meeting.
 - The Regents officially called to establish a coordinate University campus at Rochester, which will be conjoined with the support of the Mayo Clinic and IBM. This initiative is outlined in the document 'Advancing Minnesota', which Jaki distributed to members.
 - Jaki said the Regents approved the Union contracts, with one abstention. She said that some Regents expressed a negative view of COLA raises and supported a merit based pay system with a bell curve application.

Discussion

Representation and Governance (R&P) – David Bernstein, Chair

- David began by saying he would like to put in a plug for Unit level CAPA meetings and reminded members that he and other members of R&G are available to visit individual units to discuss CAPA with P&A. David reported that he has set up one meeting with one of the reorganized wave one colleges, to talk about CAPA. He would be happy to do this for other wave one colleges.
- David then opened the call for CAPA Senate nominations. He said there are eight open seats pending, each with three - year terms. The application letter and form were distributed to members via email, and there are hard copies available at the meeting. David said applications should be sent to Sara Balick at the Senate Office.
- David introduced Barb Van Drasek and said she would address the changes to the bylaws. Barbara began with a review of the rules for representation to be followed during college restructuring. She said that in units that will either be divided and/ or merge with other units the following rules would apply:
 - The current representative would continue to serve out the term.
 - A unit may petition for additional representation if they are not adequately represented according to the rules, following college restructuring.
 - Units that have more than one representative can work together to serve the constituency during the period following restructuring, until the time the next CAPA elections are held.
 - Where representative seats are vacated then an elected alternate is to move into that seat.
 - The unit level election schedule will be adjusted to occur within 3 months of restructuring where there is insufficient unit representation.
- Barbara then asked members to review the changes in language to the bylaws that had



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been sent out prior to the meeting. On the revisions document the proposed language was highlighted in green. The committee suggested three additional changes to the language. Barbara said the revised language would be distributed to CAPA ten days prior to the March 10th meeting, or on March 1st, to voted on at the March meeting.

- Barbara recommended that units who have more than one alternate representative determine an order for those alternates, to allow them to attend senate meetings at in the absence of the representative.

Presentation

Administrative Task Forces- Vice President Kathleen O'Brien – (Handout)

Vice President O'Brien said she would discuss the Administrative Service and Productivity Task Forces Progress Report to the Board of Regents given December 9, 2005. She said the report is currently under review. The final task forces report is due on March 31st. She said the task forces are motivated by President Bruininks' conviction that to reach the goal of becoming a top three public research institution administrative services will be required to transform along with the academic departments of the University. VP O'Brien then led a discussion of the report highlighting the following primary areas:

- The guiding principles for administrative services under the strategic initiative.
- Administrative action areas to facilitate strategic goals.
- The implementation structural model.
- Membership of the Administrative Service and Productivity Steering Committee.

VP O'Brien turned next to discussion of a report from the Administrative steering committee on implementation priorities. The report organizes administrative goals into the following areas:

1. People
 - a. Strengthen the leadership skills of our managers, supervisors, and leaders.
 - b. Invest in a "strong start" for all employees.
 - c. Improve performance management systems for staff.
 - e. Enhance classification and compensation systems across all job families.
2. Information
 - a. Single enterprise/best practice identification and advancement process.
 - b. Internal budget model.
 - c. Enterprise financial system.
 - d. Strengthen compact process to integrate planning, performance, and budgets.
 - e. Reliable management data support.
3. Organization/Structure
 - a. New administrative services model.
 - b. Administrative policy review and simplification.
 - c. Facilities management transformation.



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4. Culture

- a. Define and foster a culture that propels and reflects the University's aspiration.

VP O'Brien said she is currently meeting with the University leadership to review the priorities outlined in this report. She said by July first the next phase of the task force initiative will commence adding greater specificity to the plan including unit level work plans. VP O'Brien discussed the magnitude of the change involved in aspiring and working toward being one of the world's best. She said the initiative is providing the motivation and vision to assess the assets and recognize the value of work produced by the University. VP O'Brien then invited questions and comments.

- Jaki said she would like to emphasize the importance of investing in current employees. She asked that administration be aware employee opportunities for development and participation in governance, and University initiatives, come at the discretion of supervisors. She said that opportunities to provide feedback are a positive feature of strategic change. However, P&A want to have a place at the table and she hopes this will happen as the strategic initiative moves forward and into implementation.
 - VP O'Brien noted that employee development is a strong value at the University and agreed it is important to be aware of keeping this value throughout the layers employee management.
- David asked how productivity is to be measured in an environment of increasing workloads, and how employees are to be compensated for these increases?
 - VP O'Brien responded that it is essential to assure effective distribution and proper prioritization of job tasks. She said the intent is not to penalize people because the cheese is always moving but rather to reward people for meeting improved standards.
- Randy asked about the approach to the stated goal of increasing compliance while reducing rules, and whether this is an endorsement of a hierarchical management approach?
 - VP O'Brien responded that systems which are too rule burdened effectively inhibit productivity. She said that the single enterprise system will address this with more specificity, emphasizing an application of unifying principles over rule based management. She said the goal is to move away from a system where people are caught not following rules, and toward a partnership of compliance.
- Wendy asked about assessing appropriate costs for the use energy, particularly in old buildings, and whether there will be an effort to increase energy efficiency?
 - VP O'Brien noted that the budget model requires its own discussion. She went on to say that costs for energy and other services would be benchmarked. Attaching costs to services will provide an increased understanding of needs and how to improve performance. She said that the State Legislature needs to be encouraged to support the capital bonding bill that provides funds for maintaining and making necessary improvements to older University buildings.



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- In response to a question about security issues VP O'Brien said that in spring of 1992 the University allocated central resources on an on going basis to upgrade security systems and practices. The projects that are part of the upgrade are approximately 50% complete. When these projects are completed, in the next one to two years, security and emergency services should move to a maintenance program. VP O'Brien is the Chair of the Emergency Services Department.

Information

Civil Service Report (CSC)– Matt Bowers, Chair

- Matt reported that the CSC has been seeing an impact to member attendance by commitments to strategic positioning work groups and increased job responsibilities.
- Matt said the CSC work groups that are focused on merit pay and performance-based management are working hard on these issues. As Civil Service employees are being transitioned to merit compensation plans, the CSC work groups are researching ways to make this a fair and equitable system of compensation. Because of a history of bias and unfair practices under the merit pay systems of the 1980's and 1990's the efforts to establish fair principles and practices are essential to a healthy work environment for civil service. OHR has been working with the CSC work groups to establish open practices in this area.
- Matt said the committee is working on senate related matters, such as election processes, and civil service senator's relationship to the CSC. The committee was encouraged that participation in 2004-2005 Senate elections was very good and hopes for the same level of participation this year.
- Matt reported that work on the CS pay plan with OHR is going well and is establishing a foundation for future efforts in this area.
- Matt said the strategic task forces have regularly been on CSC meeting agendas and the committee has had many opportunities to provide input on strategic initiatives. Matt views these sessions as an improving CS input to the strategic initiative.
- Matt stated concern for the outcome of the bonding bill and the effect a lack of those dollars could have on the University. The CSC legislative committee works to involve CS in legislative outreach efforts.
- Matt noted that CS employees have been reporting a number of problems with the new prescription benefit provider, RX America. Gavin Watt from the BAC will be speaking with CSC about this at the February meeting.
- Matt thanked David for being the CSC liaison and for the opportunity to report about CSC at the CAPA meetings. He said he hopes this will continue next year.

Senate Student Consultative Committee (SSC) – Rick Orr, Vice Chair

- Rick reported that activity in student governance has been slowing down as people wait to see who will emerge as the leadership for next year. He said Executive Vice President Al



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Sullivan would speak with the SSC at the March meeting regarding strategic metrics and measures and that Vice President Victor Bloomfield will speak on Public Engagement, which is historically an important issue to students.

- Rick reported that the work on teacher evaluation questions was continuing at the committee level and there would be a progress report at the March Senate meeting.
- Rick said he would put a motion forward at the next SSC meeting to add a committee liaison to CAPA and CSC into the committee's by laws.

Graduate and Professional Student Assembly (GAPSA) – Karen Buhr, President and Tony Kouba, Vice President for Student Affairs

Tony said that he asked Karen to join him to talk about the work of GAPSA. Karen began by saying she joined GAPSA to get out of the lab and that as the governing body for graduate and professional students an important aspect of GAPSA is to set up events for socializing and networking. She said GAPSA also plans academic events and provides advocacy for constituency issues. This year graduate housing has been the primary advocacy issue, as the University does not currently provide any housing options for graduate students. She noted that not only would graduate student housing decrease the economic burden of education it would assist in creating community among graduate students. Interdisciplinary work is important to the future of the University and that the foundation for that work occurs, in part, through the opportunity to network and build academic community, she added

- Karen noted the work of civic engagement is something that has been important to her personally this year. She has been engaged with the Minneapolis City Council about students their place in the community and she welcomes any inquiries about student civic engagement. She asked that people contact her at by email at: buhrx004@umn.edu.

Benefits and Compensation – Bill Roberts (for Frank Douma)

- Bill reported that he met with SCAFA regarding the proposed CAPA vacation policy changes reviewed at the last CAPA meeting, and SCAFA passed a resolution to support the revised policy.
- He participated in discussion at the BAC about employee health and related benefits, in particular the wellness benefits. Bill said there was a lengthy discussion of the policy, which is posted on the OHR Web site.

Discussion

P&A Sick Leave Policy – Nan Wilhelmson, OHR, Director in Charge of Benefits

- Nan reported that discussion has begun about a short-term sick leave policy. This policy would be accessible to those with specific medical conditions and would function somewhat like short-term disability, providing up to 9 months worth of leave time after the first ten days of work missed. This leave would also cover the need to care for a



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spouse, domestic partner, children over 18 years, parent, or the parent of a spouse, with a serious health condition. The policy is currently being discussed in small group and a concept document will be forthcoming for review by CAPA.

Information

Communications – Lynn Burbank, Chair

Lynn reported that because of time constraints she would simply say that work on the Web site is ongoing and people may contact her if they have questions.

Professional Development – Anita Cholewa, Chair

Anita said that members should have received the announcement for the P&A Outstanding unit award and it is also posted on the CAPA Website. She would like to encourage representatives to nominate their unit.

Budget Report –Jaki Cottingham-Zierdt, Chair

Jaki reported that there had been an issue with Printing Services not billing CAPA for printing of the new brochures in 2004-2005. The charge showed up this month and is being discussed with Printing Services, an update will be provided at the next meeting. She asked that people continue to make an effort to limit travel expenses, because it is a significant budget item, by carpooling and being efficient wherever possible.

Good of the Order

Jaki reminded everyone that the next meeting would be on March 10th. Hearing no further business she adjourned the meeting.

Sara Balick
University Senate