

STAFF SENATE OF THE UNIVERSITY

MINUTES OF THE MEETING

THURSDAY, OCTOBER 16TH, 2014
 11:00 AM-1:00PM
 NEWCOMB HALL,
 COMMONWEALTH ROOM

MEETING STARTED AT	11:00 AM
CHAIR	Trish Reilly
CO- CHAIRS	Nina Morris; Eric Newsome
SECRETARY	Sandi Murray
MEMBERS PRESENT	<p>Present: Edrina Allen (ex officio), Lorenza Amico (alternate for Bill Corey), *Leslie Andrus (UHR), Michael Birckhead, Arlene Buynak, Sylvia Coffey, Shawn Comeau, Richard Covington, Amanda Crombie (alternate for Laura Jacobsen), AJ Davidson, Morgan Davis, Nancy Eagle, Linda Freeman, Lynn Galasso (alternate for Chris Doran), Cindy Garwood, Joanne Hoagland (UHR), Logan Hobbs (UHR), Kobby Hoffman (alternate for Mike Ludwick), Joyce Johnson (UHR), Della Marsh, Patty Marshall, Kelly Merryman, Eric Molnar, Nina Morris, Sherry Morris, Amy Muldoon, Sandi Murray, Eric Newsome, Bill Peairs, Monica Petrich (UHR), Melanie Price, Patricia Reilly, Danelia Robinson, Leigh Rockey (ex officio), Lindsey Saxby, Brett Schnell, Dannelle Shugart, Edward Strickler (alternate for Sandra Foster), Maggie Stein, Duane Taylor (alternate for Bretty Bryant), Tosh Thompson, June Wade, James Weissman, Michael Wilson, Katie Winters (alternate for Danelia Robinson), Megan Love (EVPCOO office), Jerilyn Teahan (EVPCOO office), Susan Carkeek (UHR), *Pat Hogan (EVPCOO)</p> <p><i>* Invited Guests ** Executive Committee</i></p>
Members not Present:	<p>Holly Bennett (alternate), Judith Berry, Linda Blacke, Missy Brads (alternate), Brett Bryant, Molly Castle (alternate), Sonya Churchman, Bill Corey, Jennifer Cottingham (alternate), Judy Craig, Felix Crawford (alternate), Chris Doran, Tim Eckert (alternate), Peggy Ehrenbert (alternate), Sandra Foster, Lisa Franco, Sandy German, Penny Guy (alternate), Pat Hartsook (VP Office), Kimberly Herring, Barbara Hogan (alternate), Emily Hopkins, Kendall Howell, Katrina Hunter (alternate), Brandy Hyder (alternate), Lara Jacobson, Dave King (VP Office), Jennifer Kreitzman, Nancy Kriigel, Fran Lloyd (alternate), Michael Ludwick, Lynn McCutcheon, Tina McWilliams, Dick Minturn (alternate), Dusty Mitchell, Sylvie Moore, Kathy Peek, Cindy Persinger (VP Office), Zachary Root (alternate), Reggie Rose (alternate), Dee Saunders (VP Office), Raj Seneviratne (VP Office), Molly Shifflett (alternate), Ellen Shrum (alternate), Nick Skriloff (alternate), Jamel Smith (alternate), Tammy Snow, George Stinnie, Lorie Strother (ex officio), Kelley Tobler (ex officio),</p>

Charlotte Toney, Jayne Weber (alternate), Margaret Weeks (ex officio).

WELCOME

WELCOME

Trish Reilly welcomed everyone to the meeting.

MEETING SUMMARY

GUEST SPEAKER: PAT HOGAN

Mr. Pat Hogan spoke to the Senate on numerous topics, but stated that he was more interested in what was on our minds. He spoke at length on the role of leadership, the role of the manager at UVA, the educational initiatives that are currently in place for training, and role clarification. He also shared his thoughts on how the use of creativity and innovation by staff and faculty will do much to push UVA toward excellence. He asks that we all commit to being innovators, and as Senators, we must keep this in mind as we move forward.

Mr. Hogan feels strongly that managers and staff need to be empowered in order to have ideas bubble up to the surface, where they can be considered, and acted upon. In his words, he feels EACH person, no matter his/her job has ideas for constructive, positive change, so it is important to encourage staff to cultivate creativity and innovativeness in their workplace and not to settle for complacency or mediocrity.

Despite budget cuts, Mr. Hogan is committed to merit increases every year of his current 7 year plan; however, he asks something of us in return: that we work with him to change the culture to one of innovation and excellence.

We have to modernize the way things are done at UVA, which includes breaking down silos at UVA and eliminating duplication of effort that occurs across grounds.

According to Mr. Hogan we need to

- provide training to managers to equip them with the skills so that they can enable their employees to innovate,
- continue to invest in technology, such as the new phone system,
- continue to provide funding for research,
- invest money in getting updated servers,
- work together to ensure innovation and creativity,
- continue to improve the safety of our students and staff and discussed the work of the new task force on safety.

GUEST SPEAKER: LESLIE ANDRUS- CENTER FOR LEADERSHIP EXCELLENCE

Leslie discussed the role of the Senator and the Leadership skills that are required. The focus was on the “soft skills” necessary to be an effective staff senator with an emphasis on shared leadership and transparency. The senators broke out into 5 groups and discussed the skills they felt were important in becoming effective leaders. The ideas generated by the groups were shared with the Senate as a whole.

Many groups considered the following qualities to be important for staff senators: enthusiasm, risk taking, respect, accommodating other people’s styles, transparency, timely communication, and moving beyond personal issues.

NINA MORRIS, CO-CHAIR reviewed the standing COMMITTEES and the charge for each. The group was reminded that they are required to choose one committee on which to serve; the senators were given time to meet with the executive team to learn more about each committee and then sign up.

For a more in depth description of the meeting, please continue to read the full set of minutes below.

APPROVAL OF
MEETING MINUTES

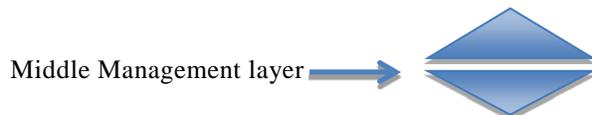
MINUTES	Approved with no changes or action items necessary.		
CONCLUSIONS			
ACTION ITEMS	PERSON RESPONSIBLE	DEADLINE	
HOT TOPICS & UPDATES	<p>PLEASE NOTE CHANGE IN DAY: <i>Next Meeting: Wednesday, November 19th, 2014 *</i>, <i>11:00 AM Commonwealth Room, Newcomb Hall.</i> <i>Theme: Leadership: Functioning as a Senate Body</i></p> <ul style="list-style-type: none"> • Christopher Holstege, Past Faculty Senate President • Leslie Andrus, Leadership Development. 		
GUEST SPEAKERS	<p>Pat Hogan, Executive Vice-President & Chief Operating Officer</p> <p>Leslie Andrus, Center for Leadership Excellence</p>		

Mr Hogan congratulated us on the consolidation of the 3 employee councils into the new Staff Senate. He also thanked us for inviting him to speak today.

He stated that he is more interested in what we have on our minds and wants to hear from Senate members. He mentioned that he was involved in the EVP-COO council, and emphasized that our staff members need to know how critically important they are, and that they are an integral part of the Cornerstone Plan. Organizational Excellence, or having a culture of excellence, is important to Mr. Hogan who believes that UVA can only be excellent if we are constantly investing in our faculty, students and our staff. He would like the culture at UVA to be one of innovation and investment in developing people. Organizational excellence is about working together to establish a culture where all persons doing any job at UVA are able to share their ideas. Every job here is important Mr Hogan mentions, but he is not sure that we have an environment yet where these ideas can bubble up.

Despite state government cutbacks, Mr. Hogan is committed to the merit increase program, and shares that his 7 year plan includes merit increases along the way. But he asks for something from us in return: that we commit to working on this journey of excellence and innovation. He says that it doesn't just happen in the classroom. We need to bring some modernization to our business practices, such as the new phone system which replaced a phone system that was archaic.

Mr. Hogan would also like to bring innovation and change to the organizational structure at UVA. He held up a pyramid shape that he feels is the way to depict the type of organizational structure he has found in his 40 years of business to be the most effective organizational structure. This allows for the ability to work through the layers of management, to make sure that messages and changes get cascaded, and when asking people to take up an initiative, people will respond. However, he held up an inverted triangle, that when added to the regular pyramid, reflects the organizational structure that we have at UVA. This shows a large middle management layer which makes it difficult to be productive, and get messages effectively through.



Mr Hogan's goal is not to eliminate managers but to help managers understand that their role is to develop, rather than to manage people. He believes that managers should offer clear guidance, establish clear goals with their employees, and provide honest feedback.

He stated we have great managers here, but they need the tools to excel. Ideally, managers should supervise 7-8 people, and enable them to innovate and work more efficiently and effectively. We also need more investment in technology, such as in research, travel, and better servers, which will make our jobs easier. He is willing to bet that if we all work together to get our jobs done, we could reduce the number of hours to 35/week. Then, he'd like to see groups get together to consider innovations that could be implemented to make our jobs better. We need to get people out of the many silos we have here, and the hundreds of units we have to develop a greater sense of community.

He asks, how can we help him, and how can he help us in what we are trying to accomplish which is to change the culture. Mr Hogan is open to emails to share ideas and suggestions.

Questions to Address:

Budget Cuts: The General Assembly is requiring UVA to reduce its budget, but UVA will find ways to operate more efficiently, Mr Hogan stated. We are not planning layoffs and compensating staff to maintain the 60% benchmark is still planned. He knows this won't happen right away. He is convinced we can get to a higher level of innovation by developing our people at all levels.

Senator Participation:

❖ In response to a senator's comment about the benefits of volunteer time, Mr. Hogan encouraged us to take the volunteer time that is allotted to us. There is a very small number of staff who have taken advantage of this opportunity. Currently, every employee has 2 days per year of volunteer time .

• **Senator Comment:** There are managers who don't necessarily have the skill to be managers, and as a result, it's a challenge to get ideas up and out; it would be great to see more opportunities for best practices to be considered.

❖ **PH:** Mr. Hogan responded that he realizes that most people who work here have their heart in their work at UVA, but that some managers don't have the background or skills to supervise others. However, this is why it is important that as a community, we work together to develop best practices and to more effectively develop managers.

Senator Comment: There is a disconnect between middle managers who have been here for quite some time and new staff who come to UVA with ideas for improved technology, which can be problematic. There is also a disparity between classified staff and University staff, which makes it difficult for the managers. The senator also asked about the 5 for 5 retirement plan, which would make it easier for some people to retire sooner.

❖ **P.H.:** He noted that we do have categories of staff, but cannot approve merit raises for state employees. He hopes that classified staffs who have not transitioned will consider doing so. He also mentioned that an early retirement incentive program is being developed to assist those staff who have reached their financial goals, or are worried about health care, (since they are not eligible for Medicare yet), to retire sooner if they are interested in doing so. This retirement plan will not to be mandated in any way, but it is meant to offer an opportunity for staff who wants to move to the next stage of their lives.

• **Senator Comment:** There is inequity in moving to University staff, especially when moving into a job family that can result in a lower "penetration in range" percentage. He found that with his new position information, he'd fallen back from 33% to 26% PIR. This is due to his job being funded from 100% limited source revenue, and there is no way his unit can help him progress. He also mentions that this situation discloses inequities across the University where the same "job" in one unit can progress in PIR, but the same job in another unit cannot progress for structural reasons and not due to reason of staff performance.

❖ **PH:** He recognizes that there is a decline in research money, which presents challenges, and also understands decline of research money, and the need to invest in the School of Medicine. He thanked the senator for raising this issue. He also noted that are redundancies in the SOM, that if eliminated could help free up money for other initiatives. He hopes that there can be agreement on how to eliminate

these redundancies, such as looking into the HR delivery model and determining what needs to be central vs local. He cites a large figure of money that is needed for investment in the SOM to overcome these issues.

- **Senator Comment:** Senator mentioned that the team that changed her phone to the new system came back to evaluate how she thought they were working. She was able to offer suggestions that this group could use with the rest of the implementation across the University. S If the University asked users for input when new systems are being implemented, we could improve workplace efficiency and employee satisfaction. **P.H.:** Mr. Hogan recognized that the idea of asking for user input could certainly work in other areas,
- ❖ **PH:** In response to a senator's concern about the overreliance on paper processes, rather than online processes, which results in wasted time and redundancy, Mr. Hogan stated that he would certainly like to have that person have something of value to do rather than duplicating efforts.
- **Senator comment:** Do we have a Pandemic Plan?
PH: We do have a Pandemic Plan. While many people are worried about Ebola, the Flu is more worrisome. He has been involved with the Medical Center, and notes that there are procedures in place. There had been a suspected case at the Medical Center, which was handled according to CDC guidelines. The most important thing to do is to keep up with a healthy lifestyle, and get a Biometric Screening done. However, UVA does have procedures in place should a crisis occur.
- **Senator comment:** Innovation is lacking in submitting grant proposals. An innovative suggestion was made in the past, but has fallen by the wayside.
- ❖ **PH:** encouraged the senator to take steps to revitalize the innovative suggestion by working with Gerry Cane, and including PH as well. All he needs to get is a request.
- **Senator comment:** Safety Issues on Grounds was brought up related to the tragedy with Hannah Graham
- ❖ **PH:** Mr Hogan described the process of working cooperatively with the police to decide what type of information was needed as the investigation progressed, and how to provide any information that would be helpful. He mentioned that a group came to grounds a couple of years ago to evaluate lighting on grounds. UVA decided to get a work group together for a 60 day intensive planning period and to put some safety actions plans in place. There has been an increase in police presence on the corner from Thursday through Sunday and the Safe Ride bus service has been improved. Mr Hogan notes that we have a tremendous responsibility to create a safe environment at the University.

Currently, there are 600 cameras that feed information to the police, but UVA is looking to ensure that their technology is sufficient and includes the most up-to-date technology, including security cameras, communication stations, and phones. UVA is also considering a phone app that would allow the user to push a button (circle of 6) that would immediately notify 6 people of the location of the emergency the user is located. Mr. Hogan feels our grounds are safe, but we can't guarantee things because there are unfortunately bad people around.

Mr. Hogan shared with us that an important joint task force (city, county, and the University) has been formed to look at the neighborhoods in Charlottesville. Areas that are important to monitor have been identified and now the task force is investigating whether or not there are enough lights, cameras and other safety devices. The City currently has no cameras, and UVa is working with business owners to look into these issues.

Mr Hogan concluded his presentation by encouraging us to send ideas be sent to him, and that he hopes we will invite him back to speak to the Senate again at a later date.

Announcement: It was mentioned that some Senators are in need of reimbursement for parking and the group was asked to let us know who they are so that they can be reimbursed. A budget is being developed for Senate needs at this time.

Cindy Garwood has been added to the Safety Committee as a representative from the Staff Senate. She provides her first committee Report as follows:

Cindy attended the first work group meeting, and she is very excited about what they have accomplished since they formed this group.

- ❖ They have completed night tours around grounds to check the safety of the following:
 - Parking lots
 - Garages
 - Lighted cross walks
 - Pedestrian paths
 - Dorms
 - Blue lights (checked to see if all are in working order)

A Spreadsheet has been made that includes areas that need improvement, the responsible department, target completion, and completion date.

- ❖ There is a trip planned to the University of PA and Drexel to look at the programs they have in place for safety.
- ❖ A solar pole is being used at one of the cross walks to see if it will help visibility.
- ❖ **Amy Muldoon** discussed how Cindy was appointed to the committee, and suggested that if anyone learns about other committees that could use Staff Representation, to bring it to the attention of the executive committee.

Trish Reilly asked if an escort service had been considered by this group. Cindy mentioned that this is something that is being considered and that the Safe Ride service is being reviewed.

Eric Newsome mentioned that bike riders may need reminders on bike safety rules, especially when riding on sidewalks.

Amy Muldoon Mentioned that she has been working hard on the Staff Senate website. She will be working with HR to facilitate making the website public in the next couple of weeks. She is asking for feedback from the group.

Guest Speaker:

Leslie Andrus, Center for Leadership Excellence, Learning and Development Manager

Leslie joined us for an on-going project to provide Leadership training for the Staff Senate. Her goal was to help senators to identify and discuss the qualities it takes to be an effective Senator.

Before the senators broke into groups, Leslie asked everyone to consider the following: John Simon's discussion of Shared Governance (another type of quality that is important in the Staff Senator role).

- ❖ Trust is important in shared leadership as is being transparent. With both of these qualities we can move forward. It is not a top down approach; senators must be able to talk and trust each other to work things out.
- ❖ Pat Hogan's talk about innovation bubbling up, and how staff Senators can lead the way.
- ❖ Active listening is essential in order to understand what is important to your constituents.

The Senate broke into 5 groups to identify and discuss the qualities necessary to be an effective staff senator.

Nina Morris: Presentation on Staff Senate Committees

General committee structure:

- ❖ All Staff Senate representatives will serve on a committee. (Alternates are encouraged, but not required, to participate as well.)
- ❖ Some committees will support the work of officers, but officers will not chair committees. Each

- committee should choose a spokesperson who will give a progress report at each Staff Senate meeting.
- ❖ Ad hoc committees can be formed to tackle short-term projects. The standing committees below are what we consider necessary to maintain the Staff Senate and to ensure we make progress toward goals.
 - ❖ The charge of each committee is currently a draft. Once the committees have been formed, each committee will set its own charge.

Staff Senators were asked to consider which committee they would like to sign up for. Some Senators mentioned that they would like to consider their choice and decide later.

It was decided that Maggie Stein would send out a notice to all Senators who had not been able to attend the meeting to let them know about this process as well.

The Following Committees are noted as standing committees in the Bylaws. The Guest Speaker Committee may change to an ex-officio committee in the future.

Advocacy/Issues Committee

Charge:

- ❖ Leading the Staff Senate on goals.
- ❖ Determining best practices for how staff senators tackle goals each year.
- ❖ Review the goals collected at the first Staff Senate meeting in August. Determine an implementation strategy for the 2014-15 Staff Senate goals.
- ❖ Submitting a progress report to the Communications Committee so that information can be posted on the website in a timely fashion

Communications Committee

Works with: Communication Officer

Minimum: 5 people.

Charge:

- ❖ Developing and maintaining the website
- ❖ Maintaining Collab site where the Staff Senate will store internal documents.
- ❖ Determining best practices for how staff senators communicate with constituents.
- ❖ Developing a plan for marketing the new Staff Senate.
- ❖ Distributing communication to all new University staff welcoming them and introducing them to the Staff Senate and their representative.
- ❖ Notifying the respective Supervisor & Department Head of any membership updates
- ❖ Developing a template letter that can be sent to new staff, supervisors and department heads

Guest Speaker Committee

Minimum: 2 people

This committee may change to an ex-officio role. Consider selecting a second committee just in case.

Charge:

- ❖ Working with Executive Chairs to schedule guest speakers for the year.
- ❖ Collecting questions from constituents. Reviewing, editing, and formatting questions before sending to guest speakers in a timely manner.
- ❖ Determining best practices for inviting/scheduling guest speakers

Staff Senate Membership & Development Committee

Minimum: 5 people.

Charge:

- ❖ Developing and distributing a welcome packet for new members of the Staff Senate.
- ❖ Developing a mentorship program.
- ❖ Planning and organizing annual meeting (July or August) to celebrate outgoing and welcome incoming members.

External Partnerships & Leadership Committee

Minimum: 5 people.

Charge:

- ❖ Keeping track of staff senate member affiliations with other committees and sharing this information with the Communications Chair to be posted to the website.
- ❖ Attending BOV meetings or determining who will attend these meetings.
- ❖ Looking into committees on grounds to determine which committees lack staff representation and determining how to get that representation
- ❖ When someone requests staff rep, this committee will solicit nominations and put forth names
- ❖ Determining strategies for increasing staff involvement and staff senate involvement on grounds
- ❖ Working with University offices to become aware of leadership opportunities and to share feedback from staff regarding the types of development activities they would like

Nominating and Recruiting Committee

No one on this committee can be a current officer or be running for an office. We must have three people on this committee.

Chair: A member of the committee will serve as chair.

Charge:

- ❖ Nominating officers and recruit representatives and alternates
- ❖ The chair of the Nominating & Recruitment Committee will present the list of candidates for each office to the Staff Senate.
- ❖ Creating a best practices document for recruiting officers and representatives
- ❖ Developing a best practices document for the election process of new members of the staff senate.

Final Comments

- ❖ It was mentioned that the Staff Senate has a collab site, and its function was described.
- ❖ Trish Reilly asked that each Senator a non-perishable food item to be shared with the food bank for the Thanksgiving Holiday season.
- ❖ A last Senator concern: It was mentioned that an employee was denied an education benefit for an exercise class that is specifically designed to improve health. It was suggested that this concern go to the advocacy committee for further discussion and problem solving.

There being no further business to discuss, the meeting was adjourned at 1pm

Minutes respectfully submitted
Sandra Murray, RN, MSN
Secretary, Staff Senate