



Minutes from Staff Senate Monthly Meeting of April 12, 2018
Location: Newcomb Hall, South Meeting Room
Time: 11:00 AM–1:00 PM

Meeting Summary

Welcome and Announcements: Jess Wenger, Staff Senate Co-Chair
Town Hall: Dr. Rick Shannon, Mr. Pat Hogan, and Dr. Thomas Katsouleas
Moderator: Mary Brackett
Closing and Questions: Melissa Goldman

Welcome and Announcements

Jess Wenger

- The Agenda for this meeting was centered around a town-hall experience for the Staff Senate featuring Dr. Rick Shannon, Pat Hogan, and Dr. Tom Katsouleas.
- A COO search committee meeting was scheduled with the Staff Senate for Tuesday, April 17, to get feedback from the Staff Senate on qualities they should look for in our next COO and what challenges/opportunities staff thinks will be facing UVA over the next decade.
- Earth Week was also listed as during the week following this meeting, with many events happening across Grounds.
- Senators were encouraged to run in the upcoming Staff Senate elections.
- President Ryan will be taking office August 1, 2018.

Introduction to Presenters

Mary Brackett

- Mr. Pat Hogan has served as Executive Vice President (EVP) and Chief Operating Officer (COO) since 2012. He has championed staff expertise, best-in-class systems, and informed decision making. He has served on many boards around Charlottesville. Today was Pat's 66th birthday!

- Dr. Thomas Katsouleas serves as EVP and Provost at UVA. He directs the academic administration of the eleven schools, the library, art museums, public service activities, numerous University centers, and foreign study programs. He earned his Ph.D. in Physics from UCLA, has been invited to give over 50 major talks, and is the author of 250+ publications.
- Richard Shannon, MD serves as EVP at UVA Health Systems. He is responsible for aligning the key components of the UVA Health System to achieve the goal of becoming a top-decile academic medical center.
- The Town Hall solicited questions during the Staff Senate's March meeting, and many of them were posed by Mary, as time allowed. Following the formal questions and responses, an informal Q&A session ensued with the presenters and senators. Listed below are questions as they were presented, and responses from one or more of the presenters.

Town Hall

Dr. Rick Shannon, Pat Hogan, and Dr. Thomas Katsouleas

What are the priorities you would outline for your successor and what words of advice would you share with them that you have learned during your time at UVA?

- Pat – I am retiring soon. I report to the President and Board of Visitors, but the most important reporting line is to the staff, which ensures that everything happens from an operational standpoint. Advice to the next EVP/COO: recognize that you are a member of a leadership team; you can't solve everything yourself. Use the help of your team, work closely with them, and support them. We don't have a greater untapped resource than our people at the University. The Ufirst and Workday projects are all about investing in our people. We had five years of no salary raises prior to my arrival at the university, and we now have consistent 3% merit increases every year. We must invest every year in our workforce, to find new ways to make your jobs easier, and to help you become more relevant in a fast-changing technological world. You can start your career here and have a total experience here, with multiple jobs at UVA. You don't need to stay at the same job for 10, 15, or 20 years. As we generate efficiencies and create savings, how do we reinvest those savings in our workforce? How do we create better work/life balance? These topics are what I'm talking with Kelley Stuck about.

How can staff work to support the transition of the incoming president?

- Tom – Invite incoming President-Elect Ryan to attend a Staff Senate meeting like this one. It will enable the Staff Senate and incoming President to identify priorities and see where they align. Get the Staff Senate on Tom's first meetings of the fall with vice provosts and deans, to similarly share the Staff Senate's priorities for the years and hear about academic leadership's priorities.

What major changes should staff expect to see with a change in leadership?

- Dr. Shannon – President-Elect Jim Ryan is energetic and charismatic, and he wants to reach beyond the leadership team to the university's staff and faculty. Invite him to meet the leadership of the Staff Senate and hear your concerns. We're in the business of higher education and healthcare delivery (with over 8,000 healthcare employees at UVA). Both groups are challenged by affordability, and we find ourselves at the center of a national dilemma – how do we continue to provide affordable services? Our income streams are tuition, endowments, and healthcare payments. How can we deliver education and healthcare more efficiently and how are they related to organizational strategy?

During a recent healthcare meeting, a discussion revealed that staff members felt their day-to-day work was disconnected from the university's mission. How do we connect people's work to strategies? How do we provide high quality care at lower costs?

The Be Safe Initiative addresses problems in healthcare today, with a principle of delivering perfect patient care, on time, the first time, with no defect, no error, and no waste. As an example, yesterday there was a 5-hour delay in a spinal surgery case. Everyone waited, and the team left last night at 11 pm. Why did that happen? It turns out that the tools needed to fit that spine weren't sterilized the night before. One person called in sick yesterday in the sterilization suite, and we don't have enough staff to back that person up. That shows how dependent we are on every person. That resulted in a 5-hour delay, massive overtime, and dissatisfaction by the crew and the patient.

Be Safe is about getting rid of the stuff that no one wants. It is about creating skills, knowledge, problem-solving abilities, learning, and an emotionally safe environment. We need a front-line staff person to make the changes happen. We built the Be Safe strategy but is it making it down to the level where it's making our work more effective? There is a gap between what leadership thinks we're working on and the really important people (i.e. staff/hands-on providers) getting the information. It's all about doing this in a blame-free way, and in an environment where you can learn.

What do you see as the biggest successes so far in your careers at UVA? What are you most happy about that you achieved while you were here?

- Tom – growing research. My goal was to double research funding; UVA has gone from \$300 million to \$326 million last year and \$372 million this year; we are on the path to achieving this goal. This research goal requires staff support. Another goal is to grow diversity, starting with faculty. We are proud of new strategies, such as increasing cluster hires (such as recruiting Scott Doney as Professor in Environmental Change and Lawrence Band as Professor of Environmental Sciences, as part of UVA’s new interdisciplinary research initiatives) and top hires. In the last two years, we recruited 15 tenure-track African American faculty members, compared with only four recruits from the two years prior to this period. We’ve had only one African American faculty member leave during this time, and it was so he could become a vice provost at Vanderbilt. We wanted that opportunity for him.

We responded to student feedback on advising and found that students loved their undergraduate experience but were generally unhappy with advising. They identified their advisee experience as disconnected and mismatched, and requiring multiple advisors to address their needs. We’ve now brought all the services together at Clemons Library in the Student Center. It brings service providers for 80 percent of students’ needs into one place. This has moved UVA from “in the pack” to “ahead of the pack.”

We have also developed a couple of consortiums to work on affordable excellence, keeping the Commonwealth’s academic opportunities high quality while maintaining affordability for students. We brought together representatives from VA universities, community colleges, specialty schools, military academies, and high schools to be able to reach every corner of the state and move the economy forward. The goal is to ensure people feel like a university education is accessible and inviting for all members of our Virginia community.

- Pat – UVA created the Strategic Investment Fund, a \$2.2 billion unrestricted endowment built to invest in the university, and it has begun to receive support from across the commonwealth. UVA initially was cautious about investments. It has moved people out of their comfort zones; however, if we’re not changing, we’re falling behind. Our constituents’ expectations are changing, from students to parents to the college curriculum.

Pres. Sullivan came in 2012, and in 2013 she approved the Cornerstone Plan. We also put together a first-ever investment plan to accompany the strategic plan, to spend \$100 million per year to help meet the Cornerstone Plan’s objectives. We had to do things differently, to align resources in a smarter way. We’re ready now for the next plan. Every one of you should see your part in the plan. It’s important to know that, to know your role. Communication and empowerment can go a long way to putting all of you into that plan.

- Dr. Shannon – the Staff Senate can be both the communicator to staff about strategic initiatives coming from leadership, and the voice of staff in

communicating to leadership about strategic initiatives that staff influences and/or will be impacted by. In the past four years, the UVA health system has become the #1 ranked health system in adult and pediatric care in Virginia, and that wasn't always the case. We have seven specialty areas that rank among the top 50 hospitals in the nation. There's pride in the work the healthcare professionals do now. That's made possible in part by the research funding that Dr. Katsouleas has overseen the expansion of, that has driven the success in healthcare. With research, someone else is willing to pay you to find a solution to a problem. It's a great endorsement, and it spawns a cottage industry that rises all boats and expands the economy. A grant means more jobs, more lab assistants, etc. We need that vibrancy to keep the organization moving forward and to fuel the growth and vitality of the University. Despite the challenges, we're not in a contraction mode. We're rethinking, and repurposing.

If you were a member of Staff Senate, where would you recommend we focus our priorities?

- Tom – Help make UVA be the best place to work and learn in Virginia. The Staff Senate advocates for the staff and is a communicator for the administration to how it can support the staff. (Please refer to the Provost Office's strategic priorities handout for more information.) For example, we recognize that one of our priorities is addressing the generational turnover in the faculty. Staff suggested that we need to reach out to newly hired researchers, to help them set up their lab before they arrive. This strategy aligns with our goals and mission, and it helps the new employee hit the ground running and forms their opinion of the university, which helps them bond with UVA and stay longer.

Also, the more leadership can share the organizational goals and mission with diverse groups within your schools and departments, including to staff, the more everyone is aligned with the mission, and everything then works better.

- Pat – Keep in mind the importance of your role to this organization. How many of you have worked or visited Japan? When I lived in Hong Kong and was involved in business there (Ernst and Young), the organizational chart was very different: the triangle was inverted, with the leadership at the bottom and the staff at the top. There's an important humility that leadership needs to experience regarding how dependent they are on staff for innovation and getting the job done. We need to hear from you. The need to transform HR was heard loud and clear when I arrived. Your ideas and leadership drive this organization.
- Dr. Shannon – Help us continue to become a community of respect. It's easy to espouse but practicing respect on a daily basis is another matter. We are rededicating ourselves to this difficult journey of learning how to respect each other, communicate each other, and act effectively when offended. We've made strides, but there's always more work to be done. Everyone should be able to

answer “yes” to the following three statements attributed to Paul O’Neill, U.S. Secretary of the Treasury: “I’m treated with dignity and respect. I have the knowledge, tools and support needed to contribute meaningfully. I feel valued and am recognized for what I do.”

We’re making progress, but we’ve got to recommit all the time. There’s room for difference in the social and political climate. However, it’s important for us to feel comfortable to call out situations when people are not being treated with respect.

QUESTIONS FROM THE FLOOR:

From your roles of seeing the larger picture of the University, as we grow, what are the priorities for UVA in growth, specific projects, and leadership change?

- Tom – We need interdisciplinary scholarship to address society’s grand challenges. We’ve been structured traditionally and physically with knowledge silos, but we recently opened the Link Lab that links multiple disciplines to address a specific issue. Interdisciplinary collaboration and research is the new trend. What can we do to bring people together across colleges? It brings challenges, but it also makes us more cohesive while threatening cohesion within a department. An example of this interdisciplinary approach would be the redevelopment of the Emmet/Ivy corridor to provide greater connectivity between Central Grounds and new UVA offices along that corridor.
- Pat – Think about the theme of “Back to the Future.” When UVA started, it was an Academical Village clustered around the Lawn, where faculty and students lived in the same shared space and were less separated from each other. Now we’re going back to that kind of environment, without internal walls and in a less separate learning environment. This is the same experience that defined us 200 years ago.
- Dr. Shannon – The digital transformation in the healthcare domains is the biggest challenge we have today, and we can’t put the digital genie back in the bottle. It will disrupt healthcare and higher education. How do we get comfortable with this transition? We need to embrace the opportunities that enable everyone to access information to help inform them in making decisions. That opens up capabilities for us. Will digitization eliminate jobs? Some – for example, there are no more switchboard operators, but there are many jobs created by the cell phone. How can we help our workforce develop the skills to be part of this transformation? How can we become the place to drive this change? For example, radiologists are worried that computers will read x-rays in the future. We want to hire more radiologists instead and be the best to adopt the new technology. We don’t have typewriters anymore but we still type, and

we are using better technology. Let us be first in with the new technologies, such as using Ufirst to help people develop new skills to do their jobs better. We need to commit UVA to the retraining of the workforce.

Understaffing in the Health System is an issue. With lower pay rates and the high cost of living in our area, how do we recruit and retain employees? At a recent Board of Visitors meeting, a BOV member said we could attract more funding for the Medical Center with more unusual cases, but this doesn't seem like the correct perspective. How do we attract better talent and remain a viable healthcare organization?

- Dr. Shannon – Four years ago, we had difficulty attracting top talent. We paid people in the 35th percentile. Now we pay in the 50th percentile, and while this has created a big expense, it is a necessary investment to get skilled workers in to UVA healthcare. We're not a big market, but we must respond to market pressures, which gets to the health/well-being issue. When a nurse leaves, it costs us \$90,000 to hire a new nurse. We're working on retaining our own by making this a more attractive place to work.

Re: unusual cases, the UVA Medical Center is the “hospital of hope” for people who cannot turn elsewhere. We're one of the top 3 hospitals dealing with babies weighing 1 lb. or less. To help in specialized cases such as these, we need to be really good, and that's about research and funding. For infants that size, we've had to discover a way to basically recreate a womb outside the body to give those infants a chance at survival. However, 75% of our business is taking care of people with common illnesses. We need to be open to consideration of salary, benefits, and merit pools. We have some catching up to do on the Health System side.

- Pat – In the last six years, the marketplace has changed and it is more challenging; the cost of living has risen. We need to look long term (Kelley Stuck is working on a plan for HR), and our healthcare costs are rising significantly. Given the strength of the economy, we need to look at these things and realign. There are many people reaching retirement (20 – 25%); instead of replacing all of them, we'll replace some of them with fewer people by using the latest technology, and then use this savings to invest more in our workforce. It's a unique marketplace.

How can we work with University administration to bring value to the search for the new Provost and COO (and why is the Staff Senate not represented)?

- Kelley Stuck – Committee members are going out to staff members to solicit their thoughts and concerns.
- Tom – The Staff Senate was represented when I was hired.
- Pat – Tell us what the qualities and characteristics should be in a bullet-point memo to Catherine Lindqvist (she heads up the Executive Search Group). The power of the written word goes a long way.
- Kelley – Pat’s approach is a short-term solution to getting greater Staff Senate participation in prominent search committees. We’re working on long-term strategies and practices to address this. The Health System has been doing a better job with recruitment and we’re building up the Academic Division to be better. To that end, we’re hiring a senior director of talent recruitment. Once that person has started, we’ll plan to have the senior director come talk with the Staff Senate to begin to build the relationship.
- Pat – There should have been an heir apparent to the COO; we need to do succession planning better and promote and hire more from within. We fully expect a new COO to come from outside the University, yet it is more powerful to have more internal success stories in leadership development.
- Senator – We need to build cultivation of successors into the goals for supervisory roles. Your performance review should focus on the future and should include this question from your supervisor: What would you like to be doing five years from now, and how can I help you get there? Managers everywhere need to consistently do that.
- Senator – Hiring is the jumping off point. We need to improve as people and as team members. We need supervisors who will help us grow and develop this long-term plan and teach us how to become supervisors ourselves.
- Pat – An article yesterday in the student paper is about Devon Hall, who has experienced careful career planning with his coach Tony Bennett to become a future NBA star. We need more people like Tony in middle management, who recruit people with the intention of keeping them and growing them.
- Kelley – We want to collaborate with everyone. We’re on the path to do so. The situation we’re in wasn’t created overnight, and we can’t fix everything overnight. I’m eager to change this.

Questions and Comments

Melissa Goldman

Melissa solicited thoughts about the town hall and asked if there were additional questions the senators would like to see posed in the future.

The way this conversation has developed is hopeful; we should think about how people can spread the word about it.

- Understand the unit you're in and the best way to communicate with them (Finance has lots of emails, for example, so emails aren't so good; grabbing a coffee to chat is better) and ask others about their thoughts of the University. Pull that together to then develop a strategy.
- Communicate to your co-workers about the success of this meeting. Find allies who are also enthusiastic and engaged.
- Think about the positive qualities you look for in people: not an unhappy person, but someone who is optimistically engaged and who can articulate challenges. They are the ones who can help you make the changes necessary to elevate your unit and the University.
- Speak up at your organizational meetings about the Staff Senate and about these thoughts.
- Use the minutes to open a conversation in your own organizational meeting.

What are some action items going forward?

- Learn how to develop staff regardless of support (or lack thereof) by supervisors.
- Develop unity among your organizational unit; empower your staff to buy in to the common purpose, mission, and vision in order to cultivate their talent.
- More staff development.
- Staff are perceived by faculty as all the same; help faculty see staff with a more "whole person" approach, to tap into the full skill set of the staff members.
- Don't trust a strategic plan that doesn't have a financial plan with it. Ask Kelley to create a fund for staff mentoring, maybe a lunch fund for this purpose. That opens the way to have a conversation with your supervisor.
- Work with the brain trust that is retiring, create an intentional plan to take advantage of that knowledge. (University Advancement does have a plan for mentoring staff.)
- Open a conversation with your supervisor about your career development and about mentorship.

Electing new leadership for Staff Senate – director positions are open, please think about how you can serve.

- Part of the election process isn't just electing new senators but creating new leadership.
 - There are bylaws for the Co-Chairs and other roles.
 - All the Director positions are open, and there is at least one leadership position open in each area.
 - People moving out of the leadership roles would like the opportunity to share information and lessons learned.
 - The Staff Senate is actually pretty new, so sharing ideas and knowledge can increase engagement. Leadership is starting to pay attention to us.
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- Brandy Amos – The Advocacy Committee has a new project regarding retirement and is looking for help from staff. There are a large number of staff who want to retire, but they cannot retire until they are 65 and eligible for Medicare. That is keeping them at the University. We have asked HR to give us the percentage of employees who are 55 or older, who have given at least 15 years of service, and who are on the university healthcare plan.

There is a big difference between retiree insurance premium (\$800/month) and employee insurance premium (\$400/month). We are looking at two proposals to present to HR:

- Cost savings to UVA if a member retires and the University covers their premiums until age 65 (look at median salary, average age).
- A retiree works for the University for x number of days/year to cover their health insurance premiums (local school system did this several years ago). Workday may have the capability to support this, to match your skills and portfolio to University needs. You would advertise yourself to other areas of the University besides the one you retired from.

We will have a working group on this, to gather research and discuss the pros and cons of each proposal prior to presenting them to HR. I am inviting everyone to join us. We will be meeting every other Wednesday from 11 a.m. –

1 p.m. at Old Ivy. Email Brandy and she'll put you on the list to receive communications about the working group.

What did you not hear today?

- We've heard that the University is using external consulting firms – in what functional areas are we doing that?
- How are leaders planning to maintain unity through diversity at the University? We've had challenges to the unity of the University. How are they defining diversity?
- Can we flip our org charts to match Pat's idea (inverted triangle, with staff on top and leadership below)? It feels very supportive.
- Getting back to the idea of respect between faculty and staff, and how staff would like to be treated/respected.
- Cross collaboration between Staff Senate and Faculty Senate – how to make that a rich partnership (it already exists as a liaison relationship, so maybe move towards presentation by each for the other). Create central themes, come up with 1-2 projects to collaborate on per year. Create a unified voice to leadership through this approach.
- Work with HR on more of a 360 approach to performance evaluations for supervisors, which includes the opportunity for staff to evaluate their managers.

Closing

Jess Wenger, Co-Chair

Next Meeting:

- Thursday, May 10, 2018
Newcomb South Meeting Room
11:00 AM – 1:00 PM
- Mark Luellen, Vice President for Advancement
Peter Grant, Darden Faculty and Capital Campaign Chair
Mark Cox, ITS Program Manager