



## Minutes from Staff Senate Monthly Meeting of March 16, 2017

Location: Zehmer Hall

Time: 11:00 AM–1:00 PM

### Meeting Summary

<b>Welcome and Announcements</b>	<b>Maggie Stein, Co-Chair</b>
<b>Senate Business – Election Update</b>	<b>Amy Muldoon and James Weissman</b>
<b>Open Forum with representatives from the Presidential Search Committee</b>	

### Welcome and Announcements

**Maggie Stein, Co-Chair**

- Diane Ober was present with attendance sheet so those in attendance could sign in.
- Parking passes for Zehmer Hall not necessary today.

### Connecting on Climate: Effective Climate Change Communication Strategies for Staff & Faculty

This UVA employee only event will explore the challenges of communicating climate change in constructive ways with people whose views differ from the scientific consensus. Speakers from the Center for Research on Environmental Decisions (CRED) at Columbia University will teach participants a wide range of tools for communicating scientific research on environmental and social issues, and provide practice in developing messages that encourage action. The event will be on Wednesday March 22, in Clark Hall room 108 from 10:00am – 11:00am.

### Senate Business

**James Weissman and Amy Muldoon, Senate Election Coordinators**

James Weissman and Amy Muldoon are election coordinators overseeing the election process. The purpose of election coordinators is to streamline the election process and to establish guidelines and resources that can be used in subsequent years.

- **What's New? (See slide # 2)**
  - Centralized Voting
    - Each unit holding elections will have an election manager to oversee the process. If you are the point person and are unable to fulfill this responsibility, let James know

- Election managers will not have to deal with any of the administrative tasks. James will create an electronic ballot for each unit holding elections. Elections will occur in June and results will be sent out via email.
- Election coordinators will send out emails during the election cycle to remind election managers what the next steps are and point managers to resources, like template letters.
- Active Recruiting is now the focus for election managers. This includes:
  - Generating interest in open seats on the Senate.

We want to engage and get good people to work with the Senate

    - Amy will send out a flyer and information that should make recruiting easy
    - Amy will also send out a list of open Senate seats **(See slide #3)**
      - Note that for every 200 staff members, a unit is assigned 1 senator and 1 alternate. Finance exceeded 200 staff members, so they will have an additional senator and alternate. Likewise, SOM, exceeded 1200 staff members, so they too will have an additional senator and alternate.
  - Update constituent mailing lists. For those who use the UHR mailing list, the election coordinators will send an updated mailing list to you.
  - Send out promotional material – the new Join the Senate flyer is online and in Collab in the Election folder.
  - When recruiting, consider leadership of your organization, alternates, and those who ran for election previously.
- **Election Timeline (See slide #4)**
  - From now – April Staff Senate meeting: Election Managers should actively recruit and then send out a formal call for nominations (send week in April)
  - In May, Election Managers will confirm nominations, request bios/statements from those running in the election and send to James
  - In June, James will create election ballots for each unit and the election managers will send out the ballots to their constituents
  - In July, election managers will convey results of the election to their units
  - In August, new members will attend the new member orientation
- **What Makes a Good Candidate/How to Actively Recruit? (See Slides #5 and #6)**
  - Identify and reach out to engaged staff – those who seem drawn to service work, who ask a lot of questions and seem curious about the university and what happens at UVA, who are serving in leadership positions in your unit
  - Enlist the help of the other senators and alternates in your area; ask supervisors to provide recommendations
  - Call for Nominations will be 2<sup>nd</sup> week in April
    - Send an email to your unit

- Use the email template provided
- **Resources (See Slide #7, #8 and #9)**
  - Email [staffsen-elections@virginia.edu](mailto:staffsen-elections@virginia.edu)
  - Election Recruitment Guide
    - Timeline
    - Recruiting Tips
    - Recruitment flyer
    - Template letters/emails
      - Find this on Collab
      - Amy will keep updated and will email out
      - Trouble with Collab? Email James.

#### **Let's Do This (See Slide #10)**

- Actively seek out strong candidates
- Tell Our Story
- Get Excited – Staff Senate is a great opportunity to be a leader, to get connected to other members of the university, to make a difference for staff at UVA.

#### **Questions?**

**Q.** When do officer nominations happen?

**A.** For co-chairs, Amy has already started to speak to people about serving as co-chairs. However, if there is someone you would like to nominate, let Amy know and she will talk to that person about running as co-chair. The co-chair elections will occur by electronic ballot after the June meeting when the candidates are announced.

#### **Coordinator Positions (See Slides #12 and 13)**

- Coordinators needed in Membership and Election
  - Coordinator positions allow you to manage a project, to pull together a working group to develop solutions, better processes, etc... It's a way to leave your mark on the Senate
  - Not required to be on a committee
  - More flexible, time-wise, than serving on a committee
  - Could potentially be more coordinator positions for next year.

### **Open Forum**

**Representatives of Presidential Search Committee, Michael F. Suarez, S.J. and Babur B. Lateef, M.D.**

---

#### **Open Forum with representatives from the Presidential Search Committee**

- **Michael F. Suarez, S.J.**
  - University Professor, English
  - Director, Rare Book School

- Interested in having Senate speak to him. Wondering what are the things Senate members are most interested in quality-wise as we seek next leader of university and what are things Senate members are most concerned about in process or quality of leadership over the next 9-10 years.
- **Babur B. Lateef, M.D.**
  - Eye Surgeon in Manassas
  - New member of BOV; serves on a number of committees
  - Interested in collecting as much data as possible; planning outreach efforts to staff, community, etc.
  - Offered to answer current questions and provide additional information as we go through the process.

### **Introduction to Staff Senate**

- Those who don't know us don't always know what we do.
- It's hard to delineate who we are and where we are; staff are in every unit and on every level.
- We are the silent partners who know how work gets done.
- We see the friction points and resolve them on a daily basis.
- Staff Senate is a representative elected group that represents over 5,000 staff.
  - We partner with people who are already doing work and help them make that work better
  - We want to be proud to be here and part of that is why we are here.

**To prepare for today's discussion with representatives of the Presidential Search Committee, we asked our constituents for feedback on the following three questions:**

1. What opportunities and challenges do you see the University facing in the next 10 years? (**See Slides 17-21**):
  - Financial
  - Workforce
  - Decentralized Structure
  - Value
  - Technology
  - Diversity

**Comments (please note that these comments are paraphrased):**

**Dr. Lateef:** Our number one issue is training staff and not losing them. We are giving a lot of thought to that and are considering generational turnover. What we need to do is help keep staff happy and manage for the future. These concerns are being addressed at our meetings.

**Staff Senate Member:** Is it possible that a non-academic candidate will be considered for role?

**Search Committee:** The search firm will determine which candidates will be interviewed/reviewed by the Search Committee, but that the UVa community will have an opportunity to suggest possible

candidates to the firm. The firm will be sensitive to the need for a person from an academic background. Certainly we want a President who reflects the values of a liberal arts institution and Jeffersonian university. The University must never only be a business, but it must always be partly a business. If we are only a business, we've lost our way. Any good leader makes decisions on a case-by-case basis.

**Staff Senate Member:** The University is a very much have and have not place. There are schools that have a lot of resources and then there are schools that don't. It has often reflected in how they can compensate and efforts they can make to retain their staff. This issue of retention is very prominent. With the new President and their leadership, can they address the social inequitable constructs? For many years, wages were compressed. Those getting ready to retire are seeing the effects of that.

**Staff Senate Member:** The concern that staff are paid competitively is important. In regards to funding for academics vs. research, I think a valuable metric is to consider how the monies available for rewards for teaching compares to the monies available for rewards for research. The university says that teaching is important and research is important. The question is how important are they relative to one another as value. Let's say for argument sake that research is between 3 and 6 times as important as teaching to the university. However, let's say the reality of the monies given for research is 100 times more than the monies given for teaching. It is important for a President to address this and I wonder if the University would like to see an equitable value ratio for this.

**Michael Suarez:** We live in a world where increasingly the professor thinks of their students as encumbrances entitled to their research. Seems contrary here; the hallmark of this University is that professors are focused on their students. It seems to me, in part, we're looking for someone who embodies the Jeffersonian ideals. Also in the values of synergy, understanding the hospital as a money driver, as a teacher and as a researcher. They say what you really want is "God on a good day." It's important to hear these things. These values matter to the people who are delivering the goods and services on the ground. It is very heartening to hear people say these are things that you value and that you are asking for someone on the ground who values these things, too. It's important for us to know.

2. What qualifications/personal leadership characteristics should the next president possess to take advantage of opportunities and address the challenges? **(See slides #23 - #27)**

- Experience
- Collaborative
- Strong Communicator
- Future-Oriented
- Ethical

**Comments:**

**Staff Senate Member:** I think it's critical that the next President has a sophisticated understanding of attacks on higher education so that we have a collaborative interaction with state legislature that is not antagonistic. The next President needs to be savvy and aware of that.

**Staff Senate Member:** ...We need to have someone who is popular in the marketplace, but needs to be able to see everything, especially diversity from every angle. We would like a president who is committed to teaching our students to think critically and diplomatically, rather than responding to every single shift in the political barometric pressure. Diversity is incredibly important, and they need to be able to see ALL diversity, not just the ones that are currently popular in the culture. To truly be a good liberal arts institution, all ideas need to be welcome in the marketplace, where they can be discussed without fear of reprisal or retribution. Not all of us feel we have a “safe” place to discuss ideas that might be contrary to popular culture, and when the president sends out reactive e-mails to the entire university community, it underscores the perception that some ideas are welcome and others are not. Calm, rational, respectful and engaged conversation about the issues will help bring us together as a university community AND teach our students how to handle difficult conflict in the future, since they are the ones who will be in leadership positions fairly soon.

**Michael Suarez:** The state legislature is the biggest benefactor. Why would you choose a leader who has no diplomatic appeal? John (Casteen) and Terry (Sullivan) have shown great nimbleness with the state legislature. We will need to choose someone in the future who can do so as well.

**Maggie Stein, Co-Chair:** As a body, staff is more conservative than faculty. We don't necessarily have a desire to step up into politics. In general, we want to know how what's going on will affect our jobs, and how to do our work well. We are a much more politically diverse group than the faculty.

3. What other considerations should the committee bear in mind as we initiate the search process (**See slides #29-33**)

- Should have strong principles and an inspiring vision.
- Should be articulate and eloquent...UVA should be seen as leading the defense of intelligent public engagement.
- Should have skills and adroitness to stay clear of both external and internal politics yet manage it effectively to secure the best outcomes for UVA.
- A president should encourage our students to embrace difference and navigate among difference without compromising core values.
- We do NOT need a CEO.
- We need someone who will be an example to the faculty and staff.
- Being personally connected to the student body, especially.
- Search committee should keep in mind the Mission Statement of the University.
- Consider the process itself?
  - A fair and equitable process includes many typically underrepresented in presidential searches....Do you/will you have a diverse pool of candidates?

**Comments:**

**Staff Senate Member:** The only staff representative on the search committee is the CEO of the Medical Center. It is important that all constituencies at the University, especially one as large as staff, be included in decisions as critical as selecting the next president.

**Dr. Lateef:** That is the search we're idolizing. The website will go live in the next few days. There will be a survey for everyone to fill out. There will also be a statement about the mission of the search committee. The search firm we looked at has experience, mostly more academic. Their job is to seek out folks and the website will allow you to nominate someone. The firm's job is to go after that candidate confidentially and appropriately. The search firm was chosen on their strength. Everything on the slides we're looking at today is in the spirit of what the search committee is doing. It's always good to create relationships to provide a good line of communication. We appreciate you taking time out of your workday to do so. I fully endorse all the efforts you have made to be a part of this. The spirit we have discussed is something the search committee shares. We're happy to take more thoughts via the Website.

**Staff Senate Member:** The President will bring in a senior leadership team. Is there a way to have an idea of what that looks like when the President is being considered?

**Dr. Lateef:** Every candidate being interviewed will be asked that question: How do we trust you know what you are doing with your leadership team.

**Dr. Lateef & Michael Suarez:** We're looking for a woman or man of discernment; asking them to know who their leadership team is going to be before they know the particulars of the job isn't wise. We are looking for a leadership style. We are committed to hiring a good human being. First and foremost, we want to hire someone who is a decent human being; we think that's part of the tradition of the University. The rest follows. Executive skills, vision, leadership.

**Staff Senate Member:** So what is the Search Committee's expectation for the next President to continue to adhere to the Cornerstone Plan?

**Dr. Lateef:** I would ask the candidate to take a look at it and ask them to tell me what they think of it, what they want to do with it. Part of a candidate's process is to tell us what they've done and what they want to do. This would include, then, how they want to do with the Strategic Plan, how they could continue with it, improve upon it, or change parts of it. I would expect any candidate to do their homework and see where we've been, where we're going and tell us how they want to go into the unknown future.

**Staff Senate Member:** So, the next President could re-do the Cornerstone Plan three years in?

**Dr. Lateef:** I'm not sure I'd say entirely re-do, but if someone comes in and says "here's my idea," we will say ok, look at what makes sense. Or, look at someone who might have ideas to keep some of it and improve upon others. We want to choose someone based on the history and leadership characteristics of the University, commensurate with the history and values of the University over time. There is no problem, no plan that can't be improved over time. There are all kinds of circumstances that could be

improved upon. I would be somewhat concerned about someone who changed everything, but also about someone who suggested no changes, and didn't have any dialogue, without creative conversation, mutually informing. We are looking partly for new experience, new ideas. What we are looking for is more deep thoughtfulness and then an ability to act. What we're looking for is someone who can be deeply thoughtful and collaborative, but then act to move the University forward. Trust and awareness. In the sense that they can see from all levels of the University. Also, an awareness of the whole range. Have the entity drive and want to make it happen with all the levels of Staff. Someone who would put themselves into that arena and build that trust.

#### **Questions for the Committee (See Slide #34)**

Q. Has the website been established yet?

A. Should be up in a couple days

Q. What is the schedule for the town hall meetings?

A. It will be posted on the website.

Q. Once the information has been compiled and a profile established will there be an opportunity to look at it?

A. The website will have a survey; you can be as detailed as you want. We will be compiling data into our reports; our search firm will look at it, we will look at it.

Q. How will you be incorporating our feedback?

A. The next search committee meeting is on 3-27. If you can provide us these slide and a summary of thoughts. We are expected to and will report the entire thing.

Next Meeting:

- **Thursday, April 13, 2017**  
**South Meeting Room, Newcomb Hall**  
11:00 AM – 1:00 PM