

**UI Staff Council Meeting**  
**2520D UCC**  
**Wednesday, February 12, 2020**

**Present:** Damien Blair, Mihaela D. Bojin, Matselyn Brown, Em Domingues, Sally Fisher, Kathleen Ford, Jadvyga Gerasimovic, Shari Heick, Michael Hesseltine, Gregory Hopson, Genevieve Johnson, James Jorris, Jackie Kleppe, Tyler Lantz, John Laverty, Monica Madura, Emily Milke, Heather Mineart, Debra O'Connell-Moore, Stephen Pacha, Robin Paetzold, Steve Paulsen, H J Pedelty, Yelena Perkhounkova, Carlton Petty, Lisa Piper, Ted Potter, Jessica Richardson, Julie Qidwai, Teri Schnelle, Mary Shumaker, Sonia Slevinski, Glenda Smith, Brenda Van Dee, Linda Varvel, Jim Verry, Cassie Walizer, Angela Ward, Michael Weaver, John Weyer, Carrie Whittaker, Anne Wilson, Toni Woodbury, and Kevin Zihlman

**Absent:** Ewa Bardach, Beau Finley, Amy Halvorson Bouffard, Karen Kluesner, Carrie Mahon, Jamie O'Meara, Kathryn Reynolds, Jennifer Stout, Linda Weir Jacobi, Jessica Welter

**Administrative Liaisons:** Gary Barta, J. Bruce Harreld, Sean Hesler, Cheryl Reardon, Marla Rosenblum

**Guests:** Thomas Dean, Brian Fotsch, Elizabeth Lara, Cristobal McKinney, Gail Robertson,

**Welcome and Minutes:** Mike Weaver, UISC President

**Minute Adoption:**

January 8, 2020- UI Staff Council meeting: *minor edits brought forth for review. Accepted as amended.*

- **Minutes Review:**

February 4, 2020- UISC Executive Committee Meeting: *minor edits brought forth for review.*

President's Notes:

- Ewa Bardach is retiring in March 2020. Thank you for your service to UI Staff Council. Per the Staff Council bylaws regarding vacancies, her seat will remain open until the next election cycle.
- Sara Heineman has taken a new job and will no longer be on UI Staff Council. Per the Staff Council bylaws regarding vacancies, her seat will remain open until the next election cycle.
- Please welcome Debra O'Connell-Moore who will be filling Suzanne Doershuk's seat until the next election cycle.

**Presentation Topics:**

**Annual Address to Staff Council-** President Bruce Harreld

**Opening Statement Summary:**

- Thank you all for your service, you truly make a difference.
- President Harreld let us know he enjoys hearing from staff and getting a heads up on issues that he may not have been aware of previously.
- One thing to be aware of, if you're not already, is the amazing results from the Iowa Newspaper Associate Awards for 2020. The Daily Iowan (DI) received the top award in the statewide 2020 Better Newspaper Contest and was named "**Newspaper of the Year.**"
- They brought home over 40 awards, including 18 1<sup>st</sup> place titles. The DI also won for the Agricultural news story of the year.

**Question and Answer Summary:**

*Public Private Partnership (P3) -*

- The original contract is over 1,100 pages long and there have been no changes to the contract since its initial signing. Engie has had similar deals before and it shows in their professionalism and adapting when issues come up (ex: refining their offers based on what we currently offer our employees).
- Engie have been on campus this week and is working through 1 on 1 meetings with all individuals in scope and making their offers. Those individuals will have until around February 28<sup>th</sup> to make their final decisions regarding employment with Engie.
- One of the biggest challenges is working with those outside The University of Iowa to explain the P3 process and the impact it will have on The University of Iowa. President Harreld has been meeting with the Board of Regents, Governor Reynolds, and the members of the Legislature to explain the P3 agreement.

- The P3 does not “fix” the gap we have in our ability to fully fund the strategic plan, it helps provide an option to begin the process. When the endowment arrives, we will place approximately \$999 million into the 501c3 account. The hope is that it will earn around \$14-\$16 million per year and allow us to fund some of the strategic initiatives we have been discussing, for years.
- The biggest risk is that the state will decrease funding and create a debilitating impact on the institution. This is why President Harreld has been meeting with so many individuals to explain what a P3 is and why we chose it as an option for The University of Iowa.
- President Harreld spoke about other big risks to keep in mind when looking at P3 agreements. When you have large sums of money, you need to be careful to not overspend/overpromise. There is a risk to make mistakes that could impact our future. Therefore, we will be using a 501c3 board, the Path Forward Executive Team, the Budget Review process, and a grant application process when reviewing how the money will be used each year.
- Future P3s are an option but not something we are actively investigating right now. We need to spend our time and energy making sure we get things right with the current P3 and get a few years of operation under our belts before we think about entering into any further agreements.

#### *Strategic Planning Process –*

- We received an update on where we are in the early stages of the 2021-2026 Strategic Planning process. At this time each college and unit has sent in a draft of their individual strategic plans. We are sticking with the 4 pillars and moving deeper into how the strategic plan is built from the department level up to the University level. Town halls will be coming soon so make sure you stay on the lookout.
- While President Harreld is in the early stages of reviewing the plans, several themes have emerged across multiple plans:
  - A focus on retention and graduation rates- Looking at options for how to retain more students from their 1<sup>st</sup> to 2<sup>nd</sup> year on campus-i.e. what types of tutoring, mentorship programs, course designs, and the integration of meaningful activities outside of the classroom?
  - A call for more embedded DEI action plans- DEI is not just a department at Iowa, there is a call in the drafts for more embedded DEI action plans in colleges and units to reinforce the interconnectedness of all departments.
- There continues to be a great deal of focus on DEI:
  - DEI ASVP position will remain a direct report to the provost. Why did the change occur? The action plan survey results showed that there is room for growth on the academic side and a movement toward including DEI in the classroom. The shift was made to the Provost Office as they oversee the classroom/academics and they can assist with project implementation- such as getting faculty involved as mentors, guest speakers for class, etc.
  - University of Michigan will be on campus this spring to share more information regarding their hub and spoke model related to DEI. A new search for the ASVP will begin in April, and they will have a new hiring and recruitment team to assist with the process.
  - Also, the campus leadership team, around 80 individuals, will take part in an eight-week training program designed and presented by the University of Southern California (All go through together as a group). The institute is just one step in the campus DEI training process. The USC program will have deliverables, the group will begin working on the action plan as a part of the deliverables.

#### *Enrollment Challenges*

- *National trends are forecasting declining student enrollment in the Midwest and Northeast parts of the country; how will UI adjust to meet this challenge?* We have been aware of the issues for at least two years and admissions have been adjusting to prepare for growth in new areas. The Admissions team has representatives in new geographic areas including Minnesota, Colorado, Texas and California.
- *Are we considering new/innovative ideas in terms of educational delivery, i.e. online/distance education?* There is increasing evidence that online only education is problematic. However blended/hybrid learning has shown positive outcomes. Recently, we were reported as offering the highest percentage of hybrid courses in our peer group (35%).
- The next step in maintaining enrollment levels is working to increase our retention and graduation rates. One crucial step includes the integration of academics (in the classroom) and student life (outside the classroom).

#### *Budget Model –*

- We are two years into the new budget model. The change has moved the decision-making from Jessup Hall to the Colleges and units across campus. There are a few issues that came up and there have been discussions on how to work through them as a University- ex NIH allocations, how clinical allocations are factored in, interdisciplinary costs. There are no simple answers and changes will be made as necessary to ensure we are using the money to support the student’s educational needs.

- Another issue is new buildings and maintenance costs- working through the best way to balance the overall cost structure and where the money is being pulled from.
- An issue UISC would like to address is given the low, and in some cases zero, salary increase for staff over the last several years combined with a tightening and more competitive labor market, is there a plan to address staff salaries, especially in more high-demand fields? One final note is that the Johnson county unemployment rate is 2.2%, Iowa is at 2.9%, and nationally we are at 3.5%. Last year there were around 2,959 staff openings and we filled 2,925 – only 1.1 % not filled for various reasons.
- Human Resources does have an ongoing plan to ensure the market values are reviewed each year and we benchmark to ensure we are remaining competitive. If you think its amiss, meaningfully wrong, please contact your local HR representative and discuss your concerns.
- There is no universal salary policy, decisions are made in each College/unit based on their budgets. In 2018 the Professional and Scientific staff average increase was 1.87%, in 2019 it was 1.47%, and for 2020 it's around 2.39%.

### **Iowa Athletics Update** – Gary Barta, Henry B. and Patricia B. Tippie Director of Athletics Chair

There is a lot of momentum in athletics right now, the challenge is to keep the movement going. Athletics has enjoyed a wonderful stretch because of the 650 STUDENT athletes. Athletics is not the most important thing on campus, but it is the most publicized thing and can be used strategically to enhance the UI's mission and goals.

Athletics has been self-funded since 2007 and receives NO General Education Fund (GEF) dollars nor funds from student fees. Athletics funds several initiatives across campus to assist in teaching tomorrows leaders. One current project involves pledging \$150,000 to hire/retain faculty of color (underrepresented minority) across campus.

A recent report showed there was a “surplus of \$5 million dollars” – in reality the athletics budget is approximately \$125 million dollars each year. The overage reported was not linked to their operating budget. The budget report is fluid and shows the transfer of several millions to campus for initiatives, budget reserves to fund against current debts, and fundraising contributions for new buildings.

### **Win.**

#### *Current Standings and accomplishments:*

- Football- had 10 regular season wins and won the Holiday Bowl. While in San Diego UI was able to hold a High School Recruitment event and bring in potential applicants to meet with our admissions team.
- Soccer- was tied for most wins in UI history and competed in the NCAA Tournament for the 2<sup>nd</sup> time in our history.
- Field Hockey- Are the current Big 10 season champions and they won the Big 10 tournament. The team went on to the elite 8 nationally.
- Wrestling- is currently sitting in 1<sup>st</sup> place nationally
- Men's Basketball- is currently ranked in the top 25.
- Women's Basketball- is currently ranked in the top 20 and currently 1<sup>st</sup> in the Big 10.

#### *Attendance:*

- Carver Hawkeye Arena has been rocking. When Megan Gustafson's jersey was retired there were over 14, 000 in attendance for the women's basketball game.
- Women's basketball- We are in the top 15 in the country for attendance.
- Men's Basketball- We are in the top 25 in the country for attendance.
- Wrestling- is currently sitting in 1<sup>st</sup> for attendance.

### **Graduate.**

- 4<sup>th</sup> year that the athlete Graduation Success Rate has been 90%.
- Broderick Binns – Director of Player Development and Interim Director of Athletics DEI
- Their Diversity taskforce has a very specific goal- to improve the black male athlete graduation rate.

### **Do It Right.**

- 3-Legged Stool Example- we need all 3 legs (Win, Graduate and Do it Right) to be present and working properly for the stool to stand.

### **Facilities Update-**

The Board of Regents just approved two new athletic facilities initiatives:

- Finkbine Clubhouse will be named the Nagle Family Clubhouse.
  - The Clubhouse will be named in honor of Mary Lee Nagle Duda and Fritz Duda.
- A new state of the art wrestling training facility.
  - The vision is for the facility to be the best wrestling training center in the world. Athletics must raise 100% of the cost, they had reached the 50% mark before the request was made to the Board. Permission was granted to start the review process, now design and location scouting can begin.

### **Strategic Plan 2020-25-**

There is a new UI Athletics Strategic Plan with 6 main areas for 2020- 2025:

- Athletic Success-
  - “Provide a championship culture that allows individuals and teams the opportunity to win and achieve success in regular and postseason competition.”
- Academic Success-
  - “Strengthen and create opportunities that assist all students in reaching their highest levels of academic and personal success through engagement in the Hawkeye Life program.”
  - Elizabeth Tovar, Student Athlete Academic Services, is a superstar! Her team works with our athletes and their academic needs.
- Diversity Equity and Inclusion-
  - “The University of Iowa and the Department of Intercollegiate Athletics are committed to equal opportunity and diversity in the recruitment, hiring, promotion, and professional development of staff and student-athletes.”
- Hawkeye Pride-
  - “Support and develop staff by providing opportunities to learn and be successful while building a respectful, inclusive, and collaborative culture that supports talent, engagement, and the overall employee experience.”
- Fiscal Responsibility-
  - “The department, governed by the university, will maintain a fiscally sound self-sustaining financial model while adapting to the ever-changing landscape of intercollegiate athletics.”
- Fan Engagement-
  - “Be recognized as a premier college athletics program that provides a first-class fan experience while respecting and honoring our traditions.”

### **Possible Future Challenges-**

- Name, Image, Likeness Legislation: There is a new NCAA taskforce that started in January dedicated to the issue. The hope is that there can be national legislation versus 50 different state laws competing with one another.
- Transfer portal issues: right now, the rule states that athletes in 5 sports (men’s and women’s basketball, football, ice hockey, and baseball) are not automatically eligible to play, but all other sports are eligible day one of their transfer. Discussions surrounding the equity of the currently policy are occurring at the NCAA level.

**Employment Practices Review and Supervisor Training Update** – Cheryl Reardon, Chief HR Officer & Associate Vice President and Sean Hesler, Director UI Learning and Development

### **Employment Practices Review- phase #3**

In 2017 we began a comprehensive review of our employment policies and procedures across campus. The review was broken down into 3 parts:

- Part 1 was based on current UI Policy.
- Part 2 was a comprehensive review of employment policies and practices in the Department of Athletics-
- Part 3 was a review of employment practices related to equitable treatment of employees in protected classes in academic and administrative units.

#### *Recommendations:*

- Role Clarification (Salary setting) - EOD, Class & Comp, Senior HR leader.
- EOD and Human Resources assess how to use EOD’s audits to improve equitable treatment during the search process.
- Review the criteria and approval process for waiving the formal search process.
- Implement Supervisor Training.
- Emphasis on UI’s anti-retaliation policy.
- Additional training for supervisors on disability accommodation and leave issues.

- Evaluate OTAC's accessibility & outreach.
- Assess how HR staff can be more accessible to employees and increase their responsiveness to the workplace environment and employee concerns.
- Provide faculty hiring committees with uniform guidelines for the hiring process.
- Expand Path to Distinction (Provost) based on effectiveness of pilot. I.e. the search committee received extensive training to assist in diversifying the candidate pool.

### ***Next Steps: Emphasis on Training -***

#### *Supervisor Training:*

- 3000 administrative supervisors (by December 31, 2020).
- Emphasize anti-retaliation policies.
- Disability accommodation and leave issues.
- Salary/compensation.
- DEI imbedded into all sections – equitable treatment/implicit bias.
- Importance of Performance Reviews and Coaching.

#### *Enhanced Training - Handling complaints & recognizing protected class concerns for Senior HR leaders/HR Unit Directors/Program Managers, HR Community, conducted by EOD and UHR (By Fall 2020)*

- Strategies to increase their responsiveness, assess the workplace environment and employee concerns.
- Review handling complaints and recognizing protected class concerns.
- Influencing with your leadership and your role.

### **Improving and Clarifying the Process:**

#### *Review of Compensation and Classification policies – (By Fall 2020)*

- Initial review of current compensation and classification policies and procedures by Trevor Glanz and Kyle Anson.
- Recommendations developed and shared with Senior HR leaders and other stakeholders for input.
- New policies and processes finalized and shared with HR community (based on input).
- Area of focus will include role clarification; review salary setting process; and review career development compensation practices.

#### *Search Process Review Committee – co lead by Jennifer Modestou/Jan Waterhouse (By Winter 2020)*

- Evaluate OTAC's accessibility & outreach.
- EOD & UHR assess how to use EOD's audits to improve equitable treatment during the search process.
- Review the criteria and approval process for waiving the formal search process.
- Provide faculty hiring committees with uniform guidelines for the hiring process.

#### *Complete Outstanding Recommendations from Phase I & II -*

- Human Rights Policy revisions pending.
- Cross reference if there any other outstanding items.

### **Supervisor Training@Iowa**

#### *Who:*

- 3,000+ administrative supervisors in a regular appointment who supervise faculty and staff. Others are welcome to take the training, but it is not mandatory.
- Supervisor Training@Iowa – is set up in 4 distinct sessions. Everyone must take the Overview session. The training can be taken in person, online, or 3 of the 4 sessions (excluding the Overview) have assessments to “test out” of part of the training.
- The training was developed inhouse, not purchased, and addresses practices that impact DEI through the 4 sessions.
- Some colleges/units are planning to go through the training as groups. Contact HR if your department is interested in scheduling a separate training for your supervisors.

#### *Why this matters:*

- Consistent access to supervisory and employment practices information for supervisors.
- Support onboarding of supervisors.

- Support recommendations from Staff Council, the DEI Action Plan, Working at Iowa, and the Employment Practices Review
- Emphasize the essential role of supervisors and their ability to make or break workplace engagement. In recent surveys:
  - 83% of UI faculty and staff say their supervisor provides helpful feedback and acknowledges good work. (2018 Working at Iowa Report)
  - 39% of faculty and staff say they considered leaving the UI within the previous 12 months. (2018 Diversity, Equity, and Inclusion Campus Climate Survey)
  - 60% of staff and 47% of faculty who considered leaving pointed to departmental climate as a factor. (2018 Diversity, Equity, and Inclusion Campus Climate Survey)

#### **How to support the initiative-**

- Supervisors are key to the department climate- they are the ones who can shape an employee's experience.
- Encourage early training for supervisors you work with.
- Talk about the training and communicate information you learned.
- Encourage your department to incorporate the training into your meetings.
- Advocate- ask supervisors what they thought about the training. If changes need to be made let us know.

#### **What we plan to accomplish in 2020-**

- 4 sessions of Supervisor Training@Iowa for 3,000+ supervisors will lead to over 12,000 compliances.
- Those trainings will hopefully lead to supervisors wanting to enroll in further trainings-

#### *Where we are so far-*

- Soft launch began on January 1, 2020 and so far...
  - 840 people have completed in-person training
  - 340 have completed online training.
  - 35 have completed assessments.
  - 220 individuals have completed all 4 sessions.
- Approximately 1,000 supervisors are gearing up for departmental training soon.

#### **Hawkeye Caucus Update** – Kevin Zihlman, Co-Chair University Relations Committee

Hawkeye Caucus Day is an opportunity for every interested student, staff, and faculty member to share their experiences at the University of Iowa. It's a way to connect with legislators one-on-one and to have every Hawkeye voice be heard. You will have time to talk about reasons why you chose to work at the University of Iowa, and why it matters that legislators support the work done on campus and through the state of Iowa.

As staff, we share common goals of keeping the University of Iowa accessible to our students and making the state of Iowa a better place. Use your voice during Hawkeye Caucus Day to represent the interests of staff and fellow shared governance communities.

#### *Important Information:*

- If you are interested in attending, on behalf of Staff Council, please email Kevin or Greg. We plan on taking 2 vans, approximately 15 people.
- Hawkeye Caucus Day 2020: Tuesday, April 7, 2020
- Timeframe: 9 AM to 1 PM
- Location: Iowa State Capitol Building
- Contact information: Liz Mills, [Elizabeth-mills@uiowa.edu](mailto:Elizabeth-mills@uiowa.edu)

#### **Roundtable:**

- Committee Updates: (see attached report)
- The UISC DEI celebration will be March 2, 2020 at the Old Capitol. Please use the RSVP link on the UISC website.
- Presidential Charter Committee applications have been emailed. Please fill out the application if you are interested in participating in any of the Presidential Charter Committees.

**Meeting adjourned:** Heather Mineart motioned; Kathy Ford confirmed motion.

**Next Meeting:** March 11, 2020 2:30-4:30 PM 2520D UCC