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Consultative Committee

Campus Governance

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## Consultative minutes 02/27/2014

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## Consultative Committee

Prairie Lounge

February 27, 2014

8:30 – 9:30 a.m.

*Committee members present:* Co-chairs Ray Schultz and Joey Daniewicz, Jim Barbour, Chad Braegelmann, LeAnn Dean, Molly Donovan, Janet Ericksen, Nancy Helsper, Jean Rohloff, Heather Waye, Allison Wolf

*Guest:* Chancellor Jacquie Johnson

### **Discussion with Chancellor Johnson:**

Ray thanked Jacquie for coming to another Consultative Committee meeting. He said there are a few things to ask about: an update on the Dean's search process, the University's compact meeting, and staff reclassifications due to the University's job family review.

*Dean's Search Process:* Jacquie said she had a conversation with President Kaler about the dean search. That meeting was helpful, and she also met with Katie Stuckert, in the Office of the Senior Vice President for Academic Affairs/Provost, who oversees Twin Cities searches. There are a dozen search firms that the University uses through an arrangement with CIC (Committee on Institutional Cooperation). Jacquie has the list and will share it with the Consultative Committee. She is familiar with 3-4 firms on the list; it is often the particular consultant who is important rather than the firm itself. Jacquie is familiar with AGB Search, but they are not on the list. If we use one of the twelve firms on the list, we won't need to do an RFP (Request for Proposals). She imagines that we will pick several firms from the list and talk to representatives from 2-3 firms about the deals they offer. It has been 5-6 years since we have used a search firm on this campus. Fees typically consist of one-third of the starting salary for the individual hired (which you don't know until the hiring is done). In addition, there are travel fees for the consultant and candidates—off site and on campus. Another fee is 10-12% in direct costs, like FedEx. Katie sometimes can negotiate a flat fee. The total is estimated to be about \$75,000-100,000. Jacquie will want to clarify with the firms concerning what happens if the search is not successful. She believes the search must be successful in order for payment to be expected. Jacquie said she would send around the list of firms to the Consultative Committee. Academic Search and AGB Search often work with smaller schools, but again, AGB is not on the list. Some of the firms specialize in executive searches within higher education and that is what we want.

Ray commented that since the consultant and not the firm itself is key, is there a way for us to network and get references on the consultants? Jacquie replied, "Yes and yes." The firms will list their recent searches so we can do reference checks before committing. She will also check on recent searches within the University system. Katie will serve as a good reference, as well. We will need to see how many searches the firms have ongoing, to determine if they have time to deliver a quality product. Another point to consider is that firms will do as little or as much as we want them to do. Some search committees may prefer to contact candidates personally, and not rely on the search firm to do that. It is good to have the firms do the background checks.

Jacquie said a challenge for the Consultative Committee and Membership Committee are recommendations for who should serve on the search committee, including a chair and members. Ray said he didn't know if that duty belongs with the Consultative Committee according to the constitution, but we could still give some names for consideration. Joey thought this fell under the auspices of the Membership Committee, but agreed there would be no harm in the Consultative Committee offering some names. Jacquie noted that the chair of the search committee should be a faculty member.

Jacque proposed some timelines. She will send out the firm list later today, then wait a week or so to make calls to firms. She would like to wrap up the selection of a search firm by the end of March. At the same time, we can get the search committee formed. There will probably be a listening session for the search committee and the consultant late this spring with the goal to provide sufficient information for the firm to form an extensive profile for this position. The firm would be working over the summer to find candidates. Also, there would be nominations coming from members of the campus community. Then, we could create a longer list of off-campus interviews with the on-campus interviews occurring before Thanksgiving.

*Compact Meeting:* Jacque said she is working on the narrative for the Morris presentation at the Compact meeting on March 10 and Colleen is working on the numbers. There have been meetings with the Finance Committee to discuss scenarios to meet the reduction which totals a little over a half a million dollars. We also have a deficit that has been met by the contingency fund. In one scenario, we take \$479,000 from the contingency fund, and in another nothing comes out of the contingency fund. We would have to look at open positions in that case and not fill some of them. The voluntary layoff option could be used to provide savings. An 8% reduction in SE&E and other resources in is one scenario; these are not across-the-board reductions.

Ray asked what a voluntary layoff means. Jacque said that would be a mutually agreed upon option where both the individual and the institution benefit. It is typically intended for someone close to retirement. Subsequent to the meeting, the Chancellor supplied updated information on the voluntary layoff option available on this website: [www1.umn.edu/ohr/toolkit/layoff/index.html](http://www1.umn.edu/ohr/toolkit/layoff/index.html). Chad asked if there are positions that might go away. Jacque said this presents an opportunity to reorganize or hire a more junior person and save on salary that way, or to simply not replace the person at all. We would still have the payout to consider.

Ray asked when an SE&E reduction would take effect. Jacque said it would affect the next fiscal year. She is not sure if anyone would be interested in the voluntary layoff option. One thought: it is probably a good idea to not rely on the contingency fund to handle these situations into the future. Chad asked if tuition is still frozen next year. Jacque said yes.

LeAnn asked if UMM is asking for new money in the Compact meeting. Jacque said yes, and one of our requests is linked to the job family class review. We will ask for resources to help us meet the changes in salary that are mandated by the review. She unintentionally misspoke at our last meeting: employees and supervisors have gotten letters specifying results of the review, but those letters have not gone to Vice Chancellors or to Jacque. The letters in some cases say that your salary will be raised to the threshold level and an effective date is given. There is a problem with communication here. Jacque will meet with Kathy Brown next week. The job family class reviews are done with little consultation and without clarity (Jim Hall sat on the IT review committee and Roger Wareham is involved with another group). The implications for Morris are great, including financial. In the Compact meeting, we are requesting funds to make the salary increases related to the job family review happen. This process is not strategic for our campus. We have been trying to target P&A salaries strategically and this job review does not assist our faculty salaries at all. She is concerned about distribution of campus resources.

Ray asked when the job reclasses are effective. Jacque said different people have different effective dates, depending on when the review occurred. Morris is using CUPA data [College and University Professional Association for Human Resources] to determine which salaries need to be adjusted. With CUPA data, we can compare by institution and budget size. The job family review is not set up that way. So far, the job family review has cost \$50,000 in salary expense we didn't expect and we are only one-third of the way through the review process. Janet noted that Kathy Brown is visiting the Faculty

Consultative Committee on this and other topics. Chad asked if the job review is coming from the Twin Cities. Jacquie said yes. He then asked if the review was for union and non-union employees. Jacquie said it is only for P&A and civil service staff. Union reclassifications are done through the JEQ (Job Evaluation Questionnaire) process. The job family review is driven by the recent scrutiny on the number of administrative jobs at the University and whether we are top heavy. Some directors are being reclassified as managers. We can continue to use director as a working title. It is challenging to hire when the titles have been downgraded. Joey said he would like to meet with Jacquie about this topic to form a student statement to the Regents and for another committee he is on. Jacquie said messages need to go out to the various employee groups about this issue.

Jacquie indicated that another request for the Compact meeting will be for funds to increase faculty salaries. We have the ongoing faculty salary study to show the need. Nancy has produced additional faculty salary data that is helpful. We will also ask for tuition money that we forego due to the American Indian tuition waiver that is mandated. Another request is related to retention. The Great Lakes grant for a program to help first-year students succeed has done well. We will ask for continuing funds since the focus of the Great Lakes grants has shifted. Another request is for additional funds for student labor targeted at sophomores which might help retention. We usually get something from the Compact process.

Chad asked if we already get some compensation for the American Indian tuition waivers. Jacquie said that we do; we get a little more than half of the lost tuition. There is national legislation proposed requesting federal money for Fort Lewis and Morris (the only two institutions with federally mandated American Indian waivers) for out-of-state students. Some sharing of costs seems fair for those students. Jacquie and Sandy have testified at hearings about this legislation. The Higher Education Reappropriation Act could include this funding.

*Consistency of Hiring at Director Level:* Ray said several people on campus have asked about the hiring in Instructional and Media Technologies with Roger Boleman's retirement. What is happening? Jacquie said Bart would be the one to ask about this. She anticipates that Mike Cihak will move into the leadership position in that area. A position has been posted to backfill the video work that Mike had been doing. That area has also been asked to rethink its mission. It needs to support classroom technology and faculty development, but the demand is broader than that. There is lots of demand for services in that unit but they don't have resources to do all that we wish they could.

Ray asked if there would eventually be a search for a new director. Jacquie said she did not think so. She expects they will move Mike into the position and modify it somewhat. Ray said the concern is about consistency in hiring at the director level. Why do we have searches for some director openings and not for others? For example, do we still search for Admissions Counselors? Jacquie said that we do, although there has not been much turnover recently. It is true that all director openings are not handled in the same manner. There are reasons and rules that we have to follow. You should talk to Bart about this, and perhaps also with Sarah Mattson who could explain the policy and explanations that need to be made when searches are not done. It would be possible, for example, to make a decision not to search for the dean, although we have chosen to do the search. For example, when we are replacing coaches, it sometimes gives the position more credibility if a search happens. Jacquie does not think there must be consistency but there should be communication and consultation. She is not sure where Bart is with this process. We need to look at the likelihood that a position could be filled and the need to create a diverse faculty and staff.

*Chancellor as Chair of AASHE:* Ray congratulated Jacquie on being named Chair of AASHE. Molly asked what that position might mean in terms of divestment. Jacquie said that AASHE stands for Association for the Advancement of Sustainability in Higher Education. It supports programming associated with sustainability and offers real opportunities for a workshop presented either before or

during conferences. There are 800 member institutions and 100 business members. The mission is primarily educational. The American College and University Presidents' Climate Commitment organization, of which UMM is a charter member, would be more likely to take a stand on an issue like divestment. Second Nature is the umbrella organization for this. Molly asked what indirect benefits could come from Jacquie being chair of the board of directors. Jacquie said the board has financial responsibility for membership dues and conference attendance. Her job is to help the board of twelve to oversee decisions and staff work toward fulfillment of the educational mission. She suggested checking AASHE's website to get a full picture of what the organization does. Curriculum resources are listed on the website. There is also a link to submit proposals for the conference. A student summit happens a few days before the conference begins.

*Update on Civility Issue:* Ray asked if Jacquie has an update on the civility issue. Jacquie said we could come back to that later. The employee engagement survey results are being reviewed now. The results will be out the second week of March. The Administrative Committee will see them on Monday. The data needs to go to supervisors and will then be shared more broadly with the campus. Ray said the email about the results that came from the Twin Cities was confusing. It looked like one could click on a link and see the results but that was not the case. Some people were very concerned about this.

The meeting adjourned at 9:30 a.m.

Submitted by  
Nancy Helsper