

Attendees:

Co-Charis: Caterina Caiazza, Marc Seigfred

Members Present: Chris Apple, Rani Bhagwat, Kristi Brock, James Chudyk, Celeste Cooper, Theresa Danylak, Robert De Leon, Sherri Gunter, Yennifer Hernandez, Kari Kafka, Janelle Kolhman, Dawn Marshall-Hosier, John McIntyre, Lauren McKenna, Michael Osadciw, Katie Papas, Alexander Pita, Amanda Sharpe, Anthony Siragusa, Josh Spenard, David Vanwey, Andrea Walton, Rich Wattie, Joe Williams Jr., Paul Wlosinski, Terra Buttram, Ann Publow, Rebecca Walters

Members Not Present: Melinda Adelman, Laurel Contomanolis

Welcome

Introduction to Ann Publow – New GSC Administrative Assistant for GSC – She has been working with the Faculty Senate and we’re fortunate to have her experience.

Meeting Minutes Review and Approval – Moved to approve March Meeting Minutes plus March Executive Committee Meeting Notes posted in Teams.

Update from Co-Chairs

Remote Group Workgroup

The Co-Chairs met with Kathy Gallucci last week. Kathy is forming a work group to pull together folks from around the university to come up with “guidelines” related to Remote Work. Our attitude and approach to remote working is different now than it was a year ago. With the expansion of remote work due to the pandemic, we expect there to be a continued desire for alternative work locations. Some positions may be able to be fully remote, some could be a hybrid, and some would come back onsite to work. Her group will be pulling together some guidelines around departmental decision-making on how to evaluate which jobs have the flexibility for each of these situations. The intent is to leave the decision making up to the divisions or departments, but for there to be some central broad guidelines provided to those departments when making their decisions. There must also be an avenue of appeal or redress if someone feels they should be classified differently. Once we have more details, we want to get some members of GSC on this team. Amanda took names in the chat of those who are interested.

Staff Working as Instructors

The AS&E District reps received a memo from Dean Hall several weeks ago that hourly staff would no longer be able to have the opportunity to take on instructional roles. Given the nature of teaching, it is very hard to quantify hours for the time that's going to take to respond to students, for your lesson planning for grading, etc. so the Executive Committee is doing some listening around this issue. Cathy has reached out to Faculty Senate Co-Chairs, Amy Lerner, and Kevin McFarland, to have a conversation about it from their perspective. We are trying to understand what the challenges are regarding hiring hourly staff in these secondary roles as instructors. There are a number of people who fall in this category, and we want to make sure that opportunities are available to staff. If there are

challenges, what are the solutions that we can put in place to ensure that they have access to those opportunities?

Rich Wattie shared that he has been teaching the Recording Class for 12 years now and picked up another course this year through Institute for Music Leadership (IML) at Eastman. There used to be a set amount to teach a course—a per credit rate. But they tried to convert that to an hourly rate, and it ended up not working. If current staff are prohibited from teaching, the university will have to source other instructors.

Kristi Brock cautioned that this policy may cause some people to leave UR. She has a direct report who teaches a class and just resigned. She suggested that we must look at the degree of impact to people in addition to the number of people impacted. Lower paid employees, especially, might be looking for opportunities to earn extra income and access professional development opportunities. Teaching could propel them to other roles which might boost them up the career ladder. This impacts people who are hourly staff only. Amanda Sharpe questioned whether administration has thought about what the alternative is. If they still need to offer these classes, and the staff member who's currently teaching it can't teach anymore, UR will have to hire someone else from the outside, which probably means paying more.

Search for the next VP/CHRO to replace Tony Kinslow – Donna Gooden Payne

In the fall, the Search Committee selected the search firm through an RFP process. They sent RFP requests to maybe 10 or 12 national firms, interviewed 4 and selected the Storbeck Search firm. The job description for the position includes not just requirements for the job, but is also a marketing piece as well, because it talks about the institution and what we offer.

Their goal is to have a candidate for President Mangelsdorf to present to the Board of Trustees at the May meeting. Based on the timeline, they weren't able to talk with as many stakeholders as hoped. The search firm had lots of contacts in the industry plus they sourced candidates on their own. Now, UR is in the process of evaluating those CVs and resumes. The committee will very soon be doing the first round of interviews.

Therefore, the Search Committee is going out to groups that we weren't able to talk with before to try and home in on the ideal candidate. They have already met with the Dean's Council and sent them the same survey that was sent to Genesee Staff Council. They have also been to the HR extended group; that's generally people who are distributed across the institution, who, for their unit, tend to do the HR coordination within the unit.

Donna said that GSC members submitted a "rich set of responses" which were useful. She walked GSC through the questions and the sorts of responses the Search Committee had received:

What makes this position attractive?

- Talented staff
- Employees invested in the success of the institution
- Position will be a direct report to the President and better able to influence or have an impact
- U of R is the largest employer in Rochester
- An opportunity to innovate

- CPM and program addressing wage compression are an opportunity
- A chance to make this a great place to work!
- A place to work on support social justice efforts that are already rising in the community
- Rochester, New York as a location -- not just its relation to the Finger Lakes, but also easy access other parts of the country, and Canada
- The cost of living and great amenities
- Great culture in Rochester
- A beautiful campus
- "Ancient technological technology and procedures," as an opportunity for change

What makes this position a challenge?

- Decentralized and siloed arrangements we have at the institution; that it's complex and divided
- "Tribalism"
- Challenges regarding organizational communication; particularly on critical topics like wages, benefits, retirement
- CPM and wage compression
- Pay equity and social justice
- Competition for employees, for instance against RGH and RIT
- Mistrust between employees and administration
- Willingness to have open and honest conversation
- "One University" in terms of the challenge between the Medical Center and what this contributor referred to as "academic side" of the house
- A need to build consensus and recognize the university structure
- Expansion of the Med Center, including the geographically distant affiliates
- Employee morale, especially since Covid-19 was cited as a challenge. Morale varies by department
- Units with operating deficits don't often have the resources to give raises. You can be a high performer in a unit, and because your unit is not wealthy, you're not getting rewarded financially in the way that your supervisor or the Dean would like you to be
- "Overly reactive," which might mean "reactive" instead of "proactive"
- Neglect on internal systems and technology
- Conflicts of interest between reaching goals and appeasing donors

What are the ideal characteristics of someone in this position?

- Communication skills
- Experience - Several people advocated for experience with both a University and an Academic Medical Center
- Change management experience
- "Listens and hears concerns"
- Strategic problem solver, analytical - uses data to support decision making. Use analytics and expect this position to be able to use data analytics in a modern HR system.
- Demonstrates progress made in a similar position at another institution with similar challenges to the ones we face here at U of R
- Have actually made changes and implemented them in areas under their responsibility
- "Political acumen" - local, small, relational-type politics
- Military background

- Not subject to quote, “the way we've always done things”
- Demonstrated experience with groups that represent staff (such as GSC), including unions
- Experience with shared governance
- Experience in building empathy
- A visible, vocal, anti-racist with a passion for inclusivity
- Advocate for improving disability access
- Champion for professional development and training
- “Fair and firm”
- “Does the whole job” -- both the big picture strategic view, as well as technical acumen
- A leader of people more than process
- Relates to everyone. We have got a huge variety of positions at this institution. The writer referenced being able to relate to both neurosurgeons and custodians.
- Navigate internal politics with political acumen
- Do not break things that aren't broken
- Examine reporting structure
- Open Door Policy
- Have the right office space for proximity and communication with both campuses
- Be more empowered to get things done - Balance demands within their portfolio and decide what to emphasize.

There is a relatively new page on the HR Website. It was just launched here in conjunction with the search for Senior Executive searches. The VP/CHRO position was the first position to be posted there. It is also being used for Provost and Dean searches. <https://www.rochester.edu/leadership-searches/>

HR will have a seat at the table with Counsel, the Equity Inclusion representative, the Medical Center CEO, and the Provost.

Donna said they are happy with the applicant pool and feel they have some strong candidates. Their first step as a committee was training to guard against implicit bias. The Search Committee can see all the applications, but the consultants are putting forward a smaller recommended subset. President Mangelsdorf wants her senior team to be within driving distance of the campus every day. So even if they may have to be remote initially or occasionally, they need to reside in the Rochester region.

What is your biggest worry for this position?

- We don't want to hear “change is hard”
- We are concerned that we will not continue to be included in this process
- We need a “superstar” who is as hungry and driven as our new president to make this place great
- This person must get things done, but get it done “in the right way.” Don't create a toxic atmosphere in the process.
- Make this one of the best places to work in Rochester. It should be the “go to” place in the region for employment, not just the largest place.

GSC Expansion to Med Center Memo

The Co-Chairs were asked by Adrienne Morgan to assemble a memo outlining what we thought the expansion process to the Med Center would look like – something like a project plan, or an idea to form a project committee that would include SAP Council members, as well as representatives from different stakeholder groups in the medical Center.

We took information that was part of the original proposal approved a few years ago by the cabinet to have three Staff Councils: the River Campus one, an Academic Medical Center one and a Clinical Medical Center one – and adjusted that to be a single Staff Council, with to some of the insights that we've gleaned over the past couple years.

We'd need to form a committee to pilot or to project lead the expansion, and work with key stakeholders in the Medical Center. Then we'd involve marketing communications to promote the Staff Council and ultimately decide on an election cycle. This would work in the academic side of the Med Center and then the Clinical side. There is not yet a timeline on that calendar.

We haven't gotten any sort of formal commitment from senior leadership at the Medical Center. We'll keep everyone posted on what we hear back. Once the project starts moving forward, we'll be looking for folks to participate in that planning.

Budget for Council Operations

We've talked as a Council about advocating for some financial resources to support our activities. This is a small reasonable budget for the next fiscal year, as we expand to the Medical Center. Once that happens, we will need to increase our budget based on the sheer number of people that we anticipate will be on the Council in the future. The current proposed budget includes some equipment for Council members who may need technology to participate in Council activities, such as workstations and software. There are costs associated with meeting support once we start holding meetings back on campus. For instance, Eleanor used to help us get parking passes for those who needed them. We also asked for some discretionary funds for things like occasional food at various meetings.

One of the things that Kathy Gallucci commented on is making a request for some physical space dedicated to Council activities. This could house desktop set-ups so if a Council member doesn't have dedicated quiet space to join a Council meeting, this space would be available to them. Dedicated space would be useful for any kind of business or operations that need to be handled for our districts that maybe need paper ballots or need information distributed by way of paper flyers. That's a place where we could organize all something like this. This budget is what we plan to share with the President when we meet with her on Monday, April 12th.

AS&E Town Hall Meetings / Staff Concerns

There were 3 open AS&E Town Halls on Zoom with about 100 people in attendance. People seem hopeful, and it seemed like a different group of people than pre-pandemic meetings. Everyone's focus was on trying to encourage a hybrid situation. There was a lot of hope for change. A lot of people's experience in the past year was based on their supervisor or manager, and how willing they were to work with each staff member on flexibility, or to make sure their needs were supported.

Many staff don't feel supported enough or have the ability to take the earned vacation time, which is increasing in banks. A manager's ability to be flexible is based upon whether or not they have the staff in

their department to fill in while someone is out, or whether it's viable to be away and then come back to an unmanageable amount of work.

Commencement is coming up and is a big concern among staff with UR plans to have a hybrid event. It could put a lot of staff in a sticky situation. Many departments only have one staff member who takes care of the commencement. That person would be forced to be in person, on campus, dealing with people in a mass situation. But many of these people have not been on campus for a year and they're not comfortable with this this situation – but may not feel they have the ability to say no. Would it be possible to have a mini vaccine clinic for people who are working this event, so they feel supported? Kristi Brock said that it is not feasible to do this for staff, but every single employee is now eligible to get the vaccine in the community. Appointments are available through the state, but also through Monroe County. New clinics pop up every day, including through URM. Vaccine time slots are available through My Chart. Wegmans, Walgreens, and CVS are booking appts.

Discussion of GSC Survey

Based on the survey results set out, let's see if we can identify some common themes. We'll break out into some small groups four or five people to brainstorm you know some paths forward your solution to some of those common themes or challenges that we identify. Ideally, we'd like to form kind of an ad hoc working group to get together between this meeting, and our next meeting and kind of come up with some actionable recommendations so we can move forward based on some of the feedback.

Twenty-five people responded to the survey. It showed that the amount of time spent working on Council activity was greater than expected. If you subtract the time that the Co-Chairs are spending, it's about seven hours per month, on average. That's a little over double what we expected when we joined the Council. Talking about it from a nominations perspective and with our managers, we promoted the belief that it would be two to three hours a month. In our next round of elections, we'll need to set a higher expectation for candidates and their managers.

A lot of what we do is during the meetings seems valuable. It seems like some of the committee time had the largest amount of least valuable time. The ice breaker was not necessary. Staying up with Council activity in between meetings received a variety of responses. Overall, people preferred to be communicated with via email or Teams.

Getting responses from constituents is a challenge, whether it's a poll, survey, email, or at staff meetings. We need that feedback.

People wanted to know, "What are we supposed to be sharing with constituents?" "Do we have guidelines on what to share and how often?" Some staff want to know what is going on, while others feel they are too busy and that it's the representative's responsibility to know what is going on.

James Chudyk raised the issue of the deer population around the Laser Lab, which may be hazardous to drivers. A suggestion was that Facilities/Building & Grounds could look into the situation with the town of Brighton.

Survey responses also suggested that we need to empower members to work on behalf of the Council. Delegating more work to committees or finding ways for the committees to become better focused on

their charge. They need to know what their mission is, and how much they are empowered to move forward with it.

Mike Osadciw suggested that we create some sort of an action item list to distill issues down and help us create a plan with committees for the bigger things we would like to tackle. For instance, there was a comment about onboarding for new representatives after the elections. If we want to do that, someone will need to develop a plan for that. The time spent by the Co-Chairs is already significant. Finding opportunities to move some of that responsibility behind the scenes for a committee to handle is going to be important for the sustainability of the position.

Hourly staff are required to be paid for all their time. This means an hourly person needs to be able to plan for a certain amount of time devoted to GSC activity to balance it with their job responsibilities. Since they cannot just “volunteer” to do work on GSC without getting paid, it brings up the question of overtime for their department. What can they give up in their day job, and what can a Department be expected to sacrifice? How do we make it so hourly staff have a fair opportunity to make a meaningful contribution to GSC without over-burdening their job or what their department must contribute. Is there a way to downsize the GSC commitment for hourly people? Would there be a way to compensate the department for the time that someone would need if they are interested in being on the Council? Also, how do we best use our new administrative support? Are there ways that we can leverage our current committees or create new ones which will move us forward and do the work which currently falls on the Co-Chairs or the Executive Committee?

Is the Council considered a “work activity” legally if you are hourly? Or is it like being on the company softball team, which is a purely voluntary outside activity? Terra Buttram said yes, any activity for the benefit of the employer is considered “work” or “compensable time.”

Breakout Sessions

Icebreakers – original Council members got to know each other and why they are here/what their passions are. It’s important to maintain that level of authenticity as we have turnover on the Council. Could be shorter, only with new members, or perhaps every other meeting. Engagement is valued highly, more than efficiency. When controversial subjects come up, sharing your outlook is easier when you know the people you’re talking to. We could also do happy hours or a chat every week (via Zoom or Teams) as a way for everyone to access each other.

What to Communicate and When – A free for all might be too overwhelming. AS&E meets every other week. Shorter turn-around times between meetings lend to people being more engaged and better able to see progress. Some form of “approved communication” that could be given out would be helpful – maybe about what each district is doing would help with unification. The new website will be helpful in sharing information. Some people prefer to receive emails and could put out an email newsletter.

Communication – Finding time to discuss Council activity outside of our monthly meeting is important. Salaried people have more discretion to do this. Also, some people have access to more technology more often and this can be difficult for those who do not sit at a computer. We are only effective when our constituents think we add value. Continue with Town Halls, intra-district Town Halls for smaller districts which would help with silo-busting. If we were to have an open meeting for all constituents, it would have to be a very orchestrated and organized/well programmed event.

Revising Monthly Meeting Structure for more open discussion time for emerging topics – Build more of this in to float ideas off each other.

Looking toward the future – Changes are coming, and we need to prepare for the longevity of the Council. For instance, Offboarding and Onboarding. When you cycle off the Council, what do you leave behind for the person who will replace you? How does the exiting representative hand off to the new representative and how does the new person get oriented to the Council as a whole? This could be individual down to each district for what works for them. Maybe each person could provide a “guide” to what they do and how it will function when they depart.

Allowing people to participate in committees they have passion for – Limiting committees to a certain number might restrict people from participating where they really want to, which is discouraging.

Create committees around the needs of our constituents – Currently, we have committees on what we are interested (passion projects) in or think GSC needs.

Create committees around the things the University is asking us to participate in

Having consistency in communication and how we get feedback – This will lend itself to gathering data on common themes of interests or issues. That way, we can bring things that are “global” to the Council.

Streamline Meetings – Make them more focused on deliverables and who will be accomplishing what. Don't let meandering discussions go on. Perhaps we could pare back the three-hour meeting, as everyone has a lot on their plates. Get 5-minute progress updates from the subcommittees so everyone knows what they are working on and what they've accomplished.

Maintaining trust with our constituents – For instance, in Maternity Leave, the University only has short term disability and paid family leave which can hinder income for the household.

Sharing the load – The Co-Chairs currently have an awful lot of the load. It could be spread out to help them and get everyone more involved.

Benefits Committee – We'd like more information on Benefits and what changes are coming for the next year.

Acknowledgement of the University's multiple shifts – most communication happens during the day, which is harder for people on night shift.

Public Safety – Someone, perhaps GSC, should do a climate survey.

Next Steps – Put together a working group to distill some of these ideas into actionable proposals. We need a volunteer to offer to put this working group together. This is not for them to take on all the projects themselves. Ann Publow can help with the scheduling. Josh Spenard volunteered to lead this. Yennifer would like to serve on this group and help with road-mapping, along with Anthony Siragusa and Mike Osadciw.

Good News Shares

John McIntrye – Grounds is hiring 6 new staff members to take over a lot of work that was subcontracted out. It seems like there is a new ear interested in reimagining the university and there may be opportunities currently that did not exist in the past to make change. Ideas are being heard.

Anthony Siragusa – His department did a No Shave November and raised approximately \$4000 that they will be donating to the Cancer Center.

Happy Birthday to Chris Apple. His birthday is today!

Early Happy Birthday to Cathy Caiazza who will be celebrating tomorrow, April 10th.

Marc Seigfred's birthday was a week ago.

Next GSC Meeting – May 7 from 9am-12pm