

Attendees:

Co-Chair Amanda Sharpe, Co-Chair Cathy Caiazza, Keri Siragusa, Terra Buttram, David Cota-Buckhout, Jennifer Hamson, Andrea Walton, Kaitlin Legg, Harish Nayak, Michael Osadciw, Amy Kadrie, Angela Buchiere, Katie Papas, Anthony Siragusa, Sherri Gunter, Melinda Adelman, Paul Wlosinski, Theresa Danylak, Bailey Nixon, Kristi Brock, Heidi Mergenthaler, Joe Williams, Marc Seigfred, Alexander Pita, Diane Crane, Jon Powers, Rani Bhagwat

Announcements:

- October minutes approved
- Amanda Sharpe and Cathy Caiazza both met with President Mangelsdorf and Kathy Gallucci to discuss the following items:
 - Juneteenth is now being recognized as a University holiday
 - The Provost search is still underway, two additional candidates are being considered at this time
 - Sarah Peyre will be joining us today to discuss the Strategic Planning Process
 - The University is experiencing a significant staffing shortage and will be increasing the minimum wage to \$15 sooner than anticipated
 - Human Resources is looking for ways that the Staff Council can help with recruitment and requesting feedback
 - There is consideration of adding a childcare benefit
 - Some of the Union contracts have come to an end and will be opening negotiations
 - Met with folks in OEI and trying to work out how we will partner with them going forward
 - Janice Holland has been identified as an unofficial liaison to the Staff Council
- The University-wide employee engagement survey is being planned for 2023. We had a conversation with the President and Kathy Gallucci about looking for a new platform that will encompass the Career Path Modernization Project
- Cathy Caiazza had a conversation with Emerging Leaders and IZone and hopes to begin collaboration with the two groups
 - Emerging Leaders is more focused on professional development
 - IZone is looking at piloting a campus change makers group with staff, the reason being is that students have shared their struggles with making changes with faculty in staff
- Faculty Senate has reached out to create an Ad Hoc committee with Staff Council. Amanda and Melinda will be participating on this committee
- We still have the support and funding for an administrative support person-HR is trying to fill it now but having difficulty recruiting applicants
- Jennifer has accepted a new position outside of the University and will be stepping down from her role on the Council
- Jamie from the MAG offered to stay on until we could find a replacement for his role, but due to work commitments he is no longer able to do so

Jon Powers and Keri Siragusa gave an update on their first meeting with the Emergency Operations Committee

- Snow process removal has been reviewed and grounds facilities are preparing for a snowy winter
- Alert UR-for anyone who is not enrolled you are encouraged to enroll-this is the University's emergency response system that is designed to let you know of any kind of emerging situation. This does not get shared with anyone else.
- UR is currently part of a national intercollegiate mutual aid agreement which offers resources to institutions that suffer a tragic event
- Beginning January 2022 there will be an Emergency Preparedness Module available on MyPath
- Currently looking for feedback on how we could get more people to update their information for UR Alert System

Amanda Sharpe reviewed four choices for upcoming GSC meetings for the next calendar year. Amanda gathered feedback by launching a poll that she will take back to the Executive Committee for review.

1. All meetings be held via Zoom
2. All meetings be held in person
3. In person meetings with Zoom option
4. Quarterly in person meetings and all other monthly meetings held via Zoom

Half of the members appeared to be in favor of having in person meetings quarterly.

Amanda Sharpe discussed with new members guidelines on practices for capturing communication. For those who may not have regular communication with constituents of their district, an email that is distributed monthly may be an option to consider. We have devised our own email message that we will be sending out monthly that will include items such as basic highlights, soliciting feedback, and how to recognize what issues to bring to Staff Council that are relevant. We will also include resources available across the University. Anyone who would like to see this in more detail, please contact Amanda and she will share the information. It will be important for members to track any results from outreach they receive from constituents. Amanda does this by keeping a simple spread sheet.

The Engagement Survey will not be coming out as soon as we had anticipated, so we have had to stop any Staff Council surveys going out. We recognize that many of you may want to do surveys in your districts to gather information. The Council has a license for Qualtrics and can use this as our survey tool. Mike Osadciw has volunteered to lead a small group to create some guidelines for the December meeting with Executive Council.

Sarah Peyre joined to discuss strategic planning for 2021. Sarah was receiving feedback from several people that the deadline was too short, so she has extended the timeline to February 2021. This will enable her to collect feedback from a wide range of individuals including community partners, alumni, stakeholders, and the Board of Trustees. There is still a July 1 date of when the Strategic Plan will be implemented. Once all the data is collected metrics and measures will be established that align with school plans to determine the financial structure so that we can implement in July.

Strategic Pathways

- Leading through Research and Scholarship-Lead Stephan Dewhurst
- Re-imagining Education-Lead Sarah Peyre
- Building Healthier Lives Lead Mike Rotondo

- Connecting with the Community- Leads Clayton Jones, Joan Saab, Jane Gatewood
- Cultivating an Inclusive Climate-Leads Mercedes Ramirez Fernandez, Kathleen Gallucci, Donald Hall

There will be financial backing to make changes. This may require schools to think about what we want to de-implement and what might need to be realigned to accommodate new priorities. It is Sarah's priority to help the University change to a different mindset. For more detailed information or to provide feedback please visit the website <https://www.rochester.edu/strategic-plan/>. The website will be updated with summary reports once the focus groups have been completed.

Cathy Caiazza asked about how leadership will be communicating the progress of the University's transformation, and what change management will look like.

Sarah Peyre: We will be posting focus group results on the new website. My plan is that all the school and unit plans will be publicly posted so that people can see what all of the work groups have developed. These plans are still evolving, and I would encourage any ideas and feedback in terms of communication.

Sarah Peyre: I have been in communication with Sarah Mangelsdorf to discuss the possibility of having an Office of Strategic Planning that will manage the change organization, managing the communication, monitoring the metrics and measures that makes it an ever-present focus.

Kristi Brock: Why wouldn't staff be included in the brainstorming piece? It is a struggle because we don't operate as one university that has one set of rules. These changes are feasible and appropriate and in everyone's best interest, but they stray from our process in a way that doesn't allow itself to fit another school. I am frustrated that we wouldn't be involved in the brainstorming part.

Sarah Peyre: I feel like the focus groups were a way to catch people who felt like they weren't a part of a unit or school plan. I appreciate your feedback and will take it back to the senior leadership group and let them know this is something I am hearing.

Marc Seigfred: How to we bridge the gap for employees who may not be as engaged for organizational change?

Sarah Peyre: It's difficult to decide whether it's more important to hear a little something from everyone or do I want to create a mechanism where I can have some focused groups with those who are engaged and have the expertise and are passionate about it. There is a balance between the two.

Theresa Danylak asked about the vision for the individual schools and whether they will map into the larger university plans.

Sarah Peyre: I've told the Deans that this is a learn and listen phase. If there are plans in their schools, we are mapping them to the five pathways and then will loop back to the schools to see how it is aligned with these transformational goals. I want to reiterate this is not a fundraising plan.

Questions were asked regarding benchmarking and Cathy Caiazza asked Sarah to speak to that.

Sarah Peyre: From September to July Sarah Mangelsdorf was reviewing with deans, senior leadership, and the Board of Trustees where we fell out as a university with academic analytics. This is a very powerful software mechanism that measures faculty productivity that leads to prestige and rank. She

also brought in experts on the AAU. We are really trying to say who we are as an organization and what are our strengths, and where we want to go. We want to differentiate ourselves in the market as a place to work, learn and do research, but it's not the driver. And yes, people benchmark us, we are in the mix.

David Cota-Buckhout: In regard to Marc's question, what are some ways that you or the administration are working on to communicate to those employees who may not be engaged due to burnout, or just do not have the capacity to show up to be heard.

Sarah Peyre: That is true that we are all experiencing fatigue, both leadership and staff. This is a difficult time to do strategic planning because everyone feels like they are in survival mode. We must look at some of the organizational structure and messaging. I don't want this to feel like an added burden more of a time to pause and reflect.

Kaitlin Legg: I'm concerned about diversity and inclusion and wonder if there is a way to have a more targeted outreach to specific populations of staff to say that we need people who embody your identities to be sharing information and giving your voice to this.

Sarah Peyre: Some of strategic planning is about operational decision making and focusing of resources but changing work culture. Changing the mindset of people who have a fixed mindset to a growth mindset. Thinking about teaming and how we would like to work in an environment where we collaborate with each other and lean into each other. These are some of the things that make this a good place to work. There's so much that we need to do, and Kathy Gallucci and I spend a lot of time talking about that. I know we need to work differently, and we need to imagine the future of our work differently. Faculty, staff, and administrators need to build trust as a university to achieve bigger and better things. If anyone has any ideas on that please let me know.

Cathy Caiazza: We talked a lot about mistrust when we first started two years ago. Staff felt like they were taking the time to share their feedback but there was never any change or maybe there was, but it was never communicated back to them. If there is any way that Staff Council can help with communicating out how feedback was taken into consideration and how that led to decisions that is a role we are here to help with.

Sarah Peyre: The impact of Covid was acute and now we are experiencing the aftershock. I think the impact of Covid is going to last a lot longer than the past 18 months and we need to have some organizational awareness around that. I'm now overseeing Dining and DPS and we are going to be doing some great things with DPS.

Diane Crane: My understanding is Provost is an academic role and it seems like overseeing Dining is cross-cutting.

Sarah Peyre: It is just as interim until we get a new CFO and COA.

Sarah asked for the Staff Council to capture any additional questions and send them to her.

District Share-Feedback on Priorities

AS&E District- David Cota-Buckhout & Sherri Gunter

- We have had three conversations tackling the five big topics
- There has been a lot of discussion regarding burnout and staffing shortages

- Other big topics were hybrid work disparities and communication from the Dean's Office
- We've had several reports of witnessing more kindness taking place on campus
- In one session there were several constituents who felt uncomfortable sharing their thoughts due to high numbers of senior leadership that attended the session. We are considering ways to ensure that our constituents feel safe in sharing their thoughts.

Amanda Sharpe reminded everyone that people can share anonymous feedback through our website.

Advancement-Diane Crane

- We hosted a Zoom call and did have an in-person scheduled but it was cancelled
- We framed our questions around returning to campus and how people were feeling about that
- We did ask an EDI question-we did have one comment that was a great idea, and that is now that we have added Juneteenth to our holidays is there an opportunity to add another floating holiday to be used for people to celebrate whenever they celebrate. This person has had to take vacation to celebrate Jewish holidays, and there are many others who celebrate on different days and must take vacation to do that.

Cathy Caiazza and Amanda Sharpe placed everyone in break out rooms that were facilitated by a member of the Executive Committee and were going to discuss topics from the jam boards from a previous meeting.

Amanda Sharpe announced that they have just completed the annual By-Laws Review. The current by-laws were reviewed as they stand and any feedback that was offered in Teams or my email was taken into consideration. There are some items that will be reviewed, and revisions will be proposed to the Council at an upcoming meeting.

There will be an upcoming meeting with Michelle Lewis about performance evaluations and changes to the process. Please participate if you can. Amanda will be sending out more details.

Action items:

- We will add the ESM district communication email template into Teams for those who would like to repurpose it for your own districts
- We will have a small work group that will create some survey guidelines so that we can begin to survey our constituents
- We will share the dates for next year's meetings and what we will do regarding modality for those meetings

Next meeting is on December 10th