**Present:** Apryl Betts, Wendy Brentner, Erin Brothers, Brian Brotzman, Nancy Davin, Collin Davis, Heath Davis, Travis Dillavou, Kimberly Geguzis, Laurie Hafner Dahms, Lisa Harless, Michael Hesseltine, Michelle Highly, Hans Hoerschelman, Rudia Kihura, Julie Kramer, Trisha Kreman, John Laverty, Shannon Lizakowski, Monica Madura, Brooke McInroy, Tom Moninger, H J Pedelty, Gayle Robertson, Angela Roemerman, Justin Rogers, Dick See, Glenda Smith, Craig Spitzer, Sean Thompson, Brenda Van Dee, Sam Van Horne, Linda Varvel, Jim Verry, Katie Villhauer, Matthew Watson, Elesa Wedemeyer, Tim Wolf, Jerri Wolfe, and Marsha Adolph

**Absent:** Brenda Bradley, Angela Charsha-Harney, Joshua Cook, BJ Hannon, Kimberly Keister, Wayne Kintz, Sherri Marine, Toni Mueller, Melanie Ostmo, Jessica Richardson, Raymond Small, Joshua Smith, Linda Stewart Kroon, Chuck Wieland, Mark Wilson, Julia Woodiwiss, and Kevin Zihlman

**Administrative Liaisons:** Kevin Ward, Interim Vice President for Human Resources Administration and Josey Bathke, Director, University Employee and Labor Relations.

**Guests:** Jeri King, Facilities Management, Jennifer Portwood, IIHR, Dan Gilles, Engineering Staff Advisory Council and Vanessa Miller, Gazette.

**Welcome, Attendance and Announcements**
Meeting called to order. Roll call taken. Motion to approve the minutes as amended by Matt Watson. Seconded by Justin Rogers. Motion carried.

**Path Forward Updates**
Hans has attended both the Strategy Implementation Team and the Operations Team meetings so far, in order to get a feel for how they will work. A lot of topics are being discussed. Staff Council submitted our first round of items to two teams. They were assigned to the Strategy Implementation Team to discuss. Hans asked each of the representatives to these teams to speak.

Erin Brothers reported that there have been two meetings so far for Operations Team. The team is trying to figure out how the new team structures is going to work as this is a different way to make decisions on our campus; specifically, that the administration has to get used to including shared governance groups in decision making. There is still a concern that “hallway discussions” will lead to decisions being made without including the shared governance groups. The team is also working on how to disseminate the information about what the teams are working on. There will be breakout teams as things move along. An example of this is the HR Task Force. Chuck Wieland is our representative on that team.

Matt Watson is on the Strategy Implementation Team, which is chaired by Provost Butler. Matt mentioned that it is easy to discuss a single topic the entire meeting. This clearly will not work for every item.

Monica Madura is also on the Strategy Implementation Team. Monica said the funding and budget model will be an interesting topic. There is a lot of crossover for what each shared governance group brought to the table.

Elesa Wedemeyer is on the Operations Team. She is happy to see that they are using shared governance.
John Laverty asked whether we can see the work list. Currently they are not sharing the topics as the teams would like to build consensus prior to taking any action. Hans is pushing on the importance of being transparent to the campus community.

Hans also told the council that Executive Committee had a break-out session with Parking and Transportation. He would like to have Parking and Transportation attend a full council meeting before the end of the year, but he doesn’t know whether we will get to it. Hans can send out their annual report to the entire council.

**Council Work Session**

Dick See from Organizational Effectiveness and a current staff councilor discussed how to create a strategic plan. He had handouts from the strategic planning process from The Ohio State University and the University of Wisconsin. We model our strategic plans after these. He went over how to do a SWOT analysis (Strengths, Weaknesses, Opportunities and Threats). Strengths and weaknesses tend to be internal where opportunities and threats tend to be external to our organizations. We will do this both for our council and also for our committees. The time at the meeting was used to break-out into committees and go through the SWOT analysis as well as prepare some goals.

**TIER Update, Laura McLeeran, UI TIER Liaison**

Laura McLeeran gave a brief overview of the TIER process. The competition for students and faculty, student and stakeholder expectations, financial pressures, peer trends, and APLU and AAU reports all played a role in the Board of Regents decision to move forward with TIER efforts.

Opportunities from the process:

- Being able to align with strategic priorities
- Reinvest in core missions
- Self-implementation

Guiding principles:

- Enhance core mission
- Reduce administrative burden
- Control our destiny through self-implementation
- Customize based on collegiate/org needs
- Savings generated in colleges stay in colleges (where possible)
- Equal or better value for core administrative services

Academics:

- Ongoing process
- Three task forces looking at academics:
  - Optimizing classroom and utilization/scheduling
  - Improving time to graduation and student retention
  - Enhancing e-learning offerings

Sourcing and Procurement:

- New procurement processes
- Purchasing departments are working together in all three universities:
  - Better master agreements
  - Universities had the ability to opt out before. This is no longer the case.
7 master contracts

University Shared Services:
- Goal is to create highly trained staff in financial services.
- Goal is for 130-150 people who do this full-time.
  - They will remain embedded in units.
  - Currently 4300 people who make financial transactions now.

Human Resources:
- Improve efficiency and effectiveness.
- Estimated time reduction of approximately 14 people in first several months of this project.
- Centralizing HR functions so pieces are not spread across units.

Information Technology:
- OneIT@Iowa
- 16 projects are underway
- Reducing cost of general IT services

Expectation of the TIER implementation phases for HR and Shared Services:
- Planning: assemble team and set timeline
- Discovery: notify affected employees
- Recommendation/final decision
- Workforce planning
- Implementation
- Post implementation

Success in Action:
- As things are rolled out, trying to identify areas and show what TIER looks like when successful.
  - College of Law IT costs were cut
  - College of Liberal Arts – Dell procurement

Annual TIER Excellence Awards:
- Applications are out February 22nd.
- Nominations are due April 11th.

Q: Where are we with the timeline?
A: If you remove Academics from the process, we are at the beginning of the implementation process for Shared Services. Vice President for Research went first. They are through all of the phases. It takes 12-15 months to complete process.

Q: What is the HR Task Force?
A: See below.

Kevin Ward then discussed the Talent@Iowa initiative. The Task force will look at strategic opportunities and priorities for HR. The focus will be for the central HR and compliance functions. The group will continue to look at efficiency and effectiveness but also look at the following:

- Are we organized in an optimal way?
- Are we supporting diversity enough?
Does our workforce reflect the diversity in our student body?
Looking at HR as a part of the bigger university. We want to make sure that we are delivering the best services to our students and their families in a comprehensive manner.

Cheryl Reardon will chair the HR Task Force. Chuck Wieland is UI Staff Council representative for this committee. The task force has a very short time-frame as they are hoping to have recommendations by July 2016.

Q: Are you looking for additional healthcare representatives for the Task Force?
A: Kevin is not certain. Cheryl Reardon is working on this. Council is happy to offer suggestions for representatives.

Q: When you say shared services, are you talking about both financial and HR?
A: Initially it is financial transactions. Kevin is trying to make sure that they don’t look at colleges/units more than once. Trying hard to have joint implementations.

Performance Reviews, Teresa Kulper, Organizational Effectiveness
Teresa is on the Leadership team for Working at Iowa, which looks at performance and engagement. Human Resources has three strategic themes:

- Health and Wellbeing
- Optimizing talent
- Engaging workforce

When people are engaged, they work better. There is a professor here at the University who does research on engagement. His research shows that there are three major items to worker engagement:

- Meaning: When I understand what difference my work makes (how I make a difference)
- Support: When I have a sense of support (I have people who care about me)
- Competence: I know how to do my work (competence) and I have opportunities to develop

We have a performance review system at the University of Iowa. The key to worker engagement is to set goals that are engaging and show growth and for supervisors to give good feedback. This means telling your staff what they are doing well, not just that they are “doing a good job”.

Q: Do we train supervisors on how to give feedback?
A: There is a lot of documentation about this. They continue to coach and work with supervisors on this very thing. We don’t mandate supervisory training on campus.

Q: Supervisory issues came up on our staff survey in multiple ways. How do we deal with this?
A: She encourages supervisors to ask “How am I doing” from their employees.

Q: What are roadblocks to do mandatory supervisor training?
A: Each college or division sets up own training. She personally feels it should be required.

Data point: It would be interesting to look at how many people supervise people and how much training supervisors have done.

Kevin Ward comment: HR tries to provide lots of resources (Lynda.com and My Quick Coach are examples). It is hard to track from disparate sources.
Teresa Kulper comment: She encourages supervisors to write a goal about their supervision and get feedback.

Q: Can you cascade goals from above in the Performance Management system?
A: You can’t cascade up. You need to make the goal your own.

Q: Can we make the values more specific so that people understand how to be successful?
A: The universal competencies were developed from University values. The most important engagement to staff is having them see how their work matters.

Teresa ended by challenging that we often think about development as going to a class. Studies show that development can come from relationships and stretch assignments. She mentioned that is why allowing staff to be involved on teams and committees such as Staff Council is so important for growth opportunities.

Human Resource Updates, Kevin Ward, Interim VP for Human Resources
1. There is a Board of Regents meeting in Council Bluffs in April.
2. The Operations Team discussed the effects of the Johnson County minimum wage ordinance. The University will continue to let market determine what we need to pay our workforce. Kevin gave an example that Housing and Dining already meets or exceeds the minimum wage ordinance because of the demand for workers in this area. Elesa Wedemeyer said it was a lively discussion. She personally is on other side of this issue and would like to see the University follow the county ordinance.
3. Wendy Brentner and Michael Hesseltine are the Council representatives on the Working at Iowa advisory group.
4. HR is continuing to watch what is happening with the changes in the Fair Labor Standards Act (FLSA). The proposed changes involve paying workers making less than $50,400 per year by the hour instead of a salary. This would also mean that overtime would have to be paid. This could potentially have a significant impact on campus. There are many questions that would involve overtime pay including issues such as checking email outside of the office and workers that travel for their job. In addition to the overtime pay, Kevin is concerned that workers may feel they have a diminished status.

Q: Many Admissions staff travel and are away from home for many hours. How will this be dealt with?
A: There are a lot of rules around travel. Are you in your normal work schedule or outside of normal work schedule? There could also be a fairly short time to implement (possibly 60 days). This will be a big adjustment for our campus.

Q: What about meetings where you volunteer time?
A: Good question. We will have to answer this kind of thing. MSEC already paid hourly and can participate in Staff Council for example. This group has been a very small population up until now. If the population grows significantly, we will have to deal with it.

Kevin mentioned that everyone in 2A, 2B, 3A would probably be converted. Might go up to pay grade 5 in some job classifications. Kevin would like to brainstorm in future conversations about unintended consequences. John Laverty mentioned that the University of Michigan Admissions Office has already gone through this. They might be a good example to look at.
Elesa Wedemeyer suggested that we should move Kevin Ward up in schedule as usually there is not enough time for questions.

**Announcements**

John Laverty announced that Janelle Miranda's husband, Freddy, was killed in an accident in Honduras while recruiting students for Indian Hills Community College. There is a "Go Fund Me" to help Janelle and her family. They have three small children including a newborn.

Marsha Adolph brought Elections flyers. Please take some and put them up in your areas.

Additional announcements were sent out by email:

- Please see attached note about the recent death of Freddy Miranda, spouse of staff member Janelle Miranda in Engineering. Besides the GoFundMe, another point of assistance would be donation of vacation time to Janelle via the catastrophic leave policy. [http://hr.uiowa.edu/benefits/catastrophic-leave](http://hr.uiowa.edu/benefits/catastrophic-leave)
- Attached you will find the annual report for UI Parking to the Board of Regents, as taken from the February BoR docket.
- April 5 is Hawkeye Caucus Day in Des Moines. Myself, Erin and Chuck will be attending.
- April 20-21 is the Board of Regents meeting in Council Bluffs, which Erin and I will be attending as UI Staff representatives. As is tradition, I will be addressing the board around salary policy

**Adjourn**

Apryl Betts motioned to adjourn the meeting. Seconded by Matt Watson. Motion carried and the meeting adjourned.

Respectfully submitted,
Laurie Hafner Dahms, Secretary