

LM Notes: 9.27.18

Management: Randy Stark, Bill Hedberg, Brian, Joanne, Havidan & Bruce (10:30)

Labor: Paul, Patrick, Maureen, Aaron, Joe

2: **Performance Programs.** Randy: working on that a week or so ago. We need an update. Trying to get something that's more routine. Have a report—maybe next meeting. Performance program workshops. Who attends? We have asked for those who are historically delinquent to join. We suggest that again. Bill: I've been delinquent in the past and don't recall an invitation. We are happy to have RF or MC to attend but don't have a great way to contact. Bill: (to Randy) let me know who is in this category in Academic Affairs I will issue a request to them to attend. Maureen: helpful when we present a unified message. Bill: I've heard good things about the training. Maureen: biggest message from supervisor side is "I didn't know it was important" – we can help explain why it matters. Patrick: what's the timeline when supervisors are noticed? Bill: HR reminds them with emails and through My UAlbany. Maureen: new contract doesn't alter things. Bill: doesn't need to be endless. Concise statement of expectations. Updating can be quick. Randy: first one takes some time, but otherwise it shouldn't be that labor-intensive. Admits we need improvement in reminder system

3: **Academic Non-Renewals:** Bill: developing this information – can't break it down by academic department without breaching confidentiality. We can report it in the aggregate for the campus (maybe colleges). Comparison to positive decisions. Paul: will it be broken down by race/gender? Bill: Yes. Aaron: where in the process does it go wrong? Bill: for Term-renewals typically the higher levels agree with lower levels. First as an aggregate, then we can discuss whether we can look at where in the process things happen. We actually have a good success rate with tenuring people—and this contrasts favorably with other universities. We create an environment that tries to cultivate people. Maureen: of the ones we see, it is a handful that end up at Article 33. Patrick: one of the concerns of the black and Latino/a faculty and women—we see a high rate of people not getting tenure, particularly when they are in two departments. Bill: we'll see the numbers.

4: **Ugrad/Grad Director Roles:** Bill: spoke to Elga. She gave some context and we agreed to have some conversation. She is interested to try to lay-out a framework for responsibilities, but she appreciates it might vary greatly across the departments, kinds of staffing, etc. Effort under current President to be intentional and to document division of labor within each department is probably a wise idea. Aaron: we worried that it might be standardizing. Bill: Invitation for dialogue. Aaron: it came to me as I was working on our academic advisor to get a raise. As part of that process the Dean's office said you're undergrad director, you're supposed to do these duties, so the raise was rejected. Basically using this as a way of trying to eschew advocating for an employee. Bill: I see. We agreed to speak further. I anticipate increased external scrutiny on how we're organized, I think we serve the President well if we produce a set of written documents that inspire confidence that we're well organized and how tasks are assigned. It may have been precipitated by the event you describe—Aaron: I understand it might have been accidental. Paul: anxiety in an environment of resource scarcity. Bill asks to see the emails.

Aaron: the case I'm mentioning was not judged on its merit – it was referred to the principle that we need to standardize service positions.

**6: Part-time Reductions.** Bill: we have an approved budget reduction plan. Todd will speak to you about and I will speak to you about Academic Affairs. We didn't reduce part-time budgets. We did ask Deans to review their part-time budgets but didn't produce guidelines or demands. Talked to Deans and fiscal people in order to review budgets, in some cases the budgets for adjuncts have increased. There may have been reductions made but they weren't primarily cost-driven. Costs are going up because faculty aren't being hired. In addition to asking the Deans to take a look to see if there are opportunities we ask them to still keep in mind that many of our adjuncts keep in mind. Still studying the agreement and aware that the criteria has shifted and it impacts science students. Paul: balance between letting students register as late as they do. Bill: we're mindful that we've received complaints about last minute additions as well. Hopefully BI helps us make prudent judgments—this is partly why we rely on chairs and undergrad and grad directors.

**1: Provost Search.** Havidan: hope the semester starts well. Strategic planning committees are working. How do we actively engage people. Enthusiastic about how units are addressing the strategic plan, doing great work embedding our goals and initiatives into units. Something like 500 initiatives that came up from colleges and units. Trying to narrow it down to a manageable and releaseable form. Moving forward with accreditation process through self-study. Reaching out to engage University in the process. Trying to link both processes. SUNY President's meeting with the Chancellor, continue to talk with Office of Governor about funding for UUP contract, retro pay and pay moving forward – agrees that this is important. Still trying to get state to provide funding. Hopeful about the process. National search for the Provost. Beginning to establish a search committee, identifying search firms, reaching out to stake-holder groups for participation. High-stakes search for the University. Need a search firm. Hope to launch process soon. We want to be aggressive with the search but will take as long as we need to take. So we need an interim Provost that will continue to move the University forward. I have made significant changes and this is part of that. Re-organized. Eliminated Vice-President positions. Saved about a million dollars. Time-line dependent on search firm. Bill: no official seat for UUP but part of the process. Aaron: reiterate the need for someone who is part of UUP, to have a Provost to understand the fact that we are a unionized campus in a unionized system. Our campus is relatively unique and we have a set of concerns that is better to have us in the mix up front and rather than us reacting. We welcome opportunity to advance somebody who would be a helpful member of the committee. Paul: Importance that UUP has a structural position that is distinct from simply being members of UUP. Bruce: will want to have senior faculty so try to get a UUP person in this way. Hope to kill two birds with one stone. Havidan: want to think of people not as only representing their own position. Aaron: not necessarily representing the organization as an organization but to recognize that we are here as employees of this campus, so in the same way you would represent the concern of students as students, we want someone to represent the faculty as employees.

**5: Centralization of personnel decisions:** Havidan: one of the things we are looking at: how do we as a university manage the positions that we have available, particularly professional faculty. New process for staff positions. This is distinct from faculty hiring. We need to have a better

control of our financing, our staff hirings have grown at a higher rate than our student enrollment. This is part of current budget deficit. Major issue: when you look at staff positions available at an institution; if we have 8-9 million dollars available in terms of staff vacancies we can use this to fill budget holes. Did this at previous institution to help with chronic vacancies. Didn't eliminate employees, but eliminated positions that were vacant forever. Here, though, this process was done at the college or unit level—not available for the President or as an institution as a whole. Wants to make sure we can look at it at the University-level. A way to make sure budgets are tied to priorities and make sure we are addressing the needs of the institution. Bill: there are not two committees – the Provost is a committee of one. We are including the academic librarians in the Provost committee. Eleven searches across the entire University with some colleges getting no lines. Aaron: FDP process exists? Bill: SUNY has announced it but we're waiting to hear from Deans with details about that. Already heard from several Deans who have candidates in mind. We are undertaking efforts to work with recruitment committees to make sure the pools of candidates are diverse enough to actually have campus visits. With respect to professional and classified positions—when they become vacant they are centralized. Deans and Directors can advocate for these positions. These proposals will be evaluated by a workforce planning committee: Todd chairs, Bill and Bruce are on it, fairly small group with monthly meetings to consider proposals offered the week before. Havidan: this is part of a broader and holistic plan to address the deficit issues that the University has. We're also asking units to think about changes, re-organizations. Aim is efficiency. We haven't met enrollment goals in nine years but we were spending based on those target goals—this got us into this situation. Budget assumption is a conservative estimate of no growth. Hope is that perhaps this will allow us to get through the process more quickly than it might seem. Aaron: we welcome this. Havidan: Todd will be continuing to make budget presentations. Bill: Todd will present to us next week. Joe: is the committee that Bill and Bruce are on only about hiring? Bill: it's primarily about hiring but it also includes planning. Hope is that for the little stuff we can act right away for immediate needs but for anything substantial it will go through this committee. Aaron: as you move forward, one of the things you had asked: can this position be filled at a lower level. If someone says yes we need actual documentation that it really is a lower-level so that units don't just say "sure, it's a lower level," in order to try to get a position. Bill: we can email you the request process that is used – it has built into it job descriptions and HR approval that happens before it comes to the committee. We understand the problem of unit erosion.

**7. Retroactive DSA Distribution:** Randy: Two-hour conference call from SUNY about awards. Aaron: explains context and rationale for the award distribution. Our general belief in principles of equity, Board of Trustees contradicts this, we ask: 1) construe performance as broadly as possible; 2) that it is distributed across the campus; 3) that employees have some way to advocate for themselves in the process; 4) clear sense of the process and that it exists; 5) and that the performance recommendations of local units be respected. Bruce: asks about the process moving forward. Aaron: also some members might have left or retired so they should be included in the process. We will send our letter with statement of principles electronically. Havidan: I've been here a year so I'm still learning. Asks about how we evaluate staff. We had to be 100% compliant each year that everyone went through evaluations. Randy: we don't have an oversight body. We worked on it last year. Data on completion rates was not good: 60%. We had a spike in compliance when we focused on it and without the focus it falls back down. Rate has dropped, working on a new report. Maureen: It is enforceable through the contract; we could

bring a grievance if we had to though we have not had to. If there is no performance program that means the duties have been accepted. Joe: discretion suggests a lack of principles and it could be a more transparent process. Bill: one time did it across the board partly because of the sense of how much it costs and because of a tight deadline, but as a rule we've tried to protect the discretion of the University. Havidan: equitably is easier, but is it the right thing to do?; we might have faculty or staff that are much more productive. How do you recognize or compensate people for level of productivity. Paul: equity is a principle as well. Joe: at the bottom of the pay scale, \$600 is a lot of money. Aaron: going forward with the actual increases, I'd like to see it help us to hit some of our goals for part-time and contingent faculty. Years of service payments, raising the minimum. Patrick: we like the idea of merit, but in actual practice favoritism and inequality is actually reinforced by the process. Former President Kermit Hall said that if supervisors didn't do the program they couldn't get a raise. Bill: part of the guidelines currently.

(Havidan and Bruce leave)

**Return to centralization:** Maureen: is workload a consideration here? Bill: it is part of the conversation but this is a helpful reminder. Maureen: where is that work that was previously done going (if units advocate for a lower level or for less staff)? Bill: this came up around the question of can you fulfill this position at a lower rate. We have to understand the implications of that—what's the impact on the service provided. Maureen: we do look at these postings so what I'm hoping is that we take care of these problems on the front end. Bill: I understand. Our hope was that in agreeing to meet once a month it allows us to get answers quickly.