

**UNIVERSITY OF LOUISVILLE**

STAFF SENATE

MARCH 14, 2016

Chao Auditorium

The Staff Senate of the University of Louisville met at 2:30pm on Monday, March 14, 2016 in the Chao Auditorium on Belknap Campus, Chair Angela Lewis-Klein, presiding.

**VOTING MEMBERS PRESENT:**

**A&S:** Ginger Brown, Marian Vasser, Cynthia Jeffery, **BUSINESS:** Erica Gabbard **DENTAL SCHOOL:** Laura McKinney, Jackie Wells, Vickie Tencer Nancy Trabue **EDUCATION:** Shannon Frey, John Morgan **LIBRARIES:** Rachel Hodge **MEDICINE:** Miranda Sloan, Kent Gardner, Tatyana Tarakanova, Lisa Hatter, Skip Hurley, Donna Bottorf, Ruby Keith, Angie Buck, Amy Reid, Alex McWilliams, Shelly Reid, Will Armstrong, Ellie Fridell, Bailey Baines **NURSING:** Karen Rose **PRESIDENT'S OFFICE:** Tammy Lawson **PROVOST'S OFFICE:** Linda Leake, Will Adamchik, **PUBLIC HEALTH:** Vicki Lewis **SPEED SCHOOL:** Patti Williams Wendy Metcalf **VP-ATHLETICS:** Meg Peavy, Sabrina Haug, Matt Banker **VP-FINANCE:** Sandy Russell, Rhonda Gilliland, Aaron Graham, Steve Colston, Sally Molsberger, Bill Taylor, Kim Noltemeyer, Stephen Cotton, Paul Eitel, Jill Riede **VP-COMMUNITY ENGAGEMENT:** Susan Jenkins **VP-HEALTH AFFAIRS:** Gary Southard **VP-HUMAN RESOURCES:** Kathryn Doaty **VP-INFORMATION TECHNOLOGY:** Melissa Shuter **VP-RESEARCH:** Ann LaPerle, Angela Lewis-Klein **VP-STRATEGY & GENERAL COUNSEL:** Carol Norton **VP-STUDENT AFFAIRS:** Laurel Hajek, John Smith **VP-UNIVERSITY ADVANCEMENT:** Bonnie Dean

**VOTING MEMBERS ABSENT:**

**A&S:** Brett Hirsch **GRAD SCHOOL:** Jackie Fryer **KENT SCHOOL:** Kim Rogers **LAW SCHOOL:** Angela Beverly **MEDICINE:** Lihua Zhang, Cathy Buckley, Leslie Cooper, Diane Dougherty **MUSIC:** Debbie Kalbfleisch **PROVOST OFFICE:** Wes Partin, Erika DeSha, Valerie Casey **SPEED VP-FINANCE:** David Schlaegel, Carla Meredith **VP-INFORMATION TECHNOLOGY:** Kathy Brashear

**OTHERS IN ATTENDANCE:**

**CFO/COO:** Harlan Sands

**AVP for Administration & Operations:** Jeanell Hughes

**AVP for Performance Improvement & Business Analytics –** Lee Smith

**Faculty Senate Representative:** Robert Staat

**SGA Representative:**

**ULARP Representative:** Bev Daly

**PRESS:** Alicia Kelso (*UofL Today*)

**GUESTS:** John Karman, Libby Marquardt, Wendy Smithson, Mimi Bell, Greta Bramer, Helen Combs, Carol Gilchrist, Dana Hummel, Jenny Beckham, Aaron Boggs, Kathy Hite

**Staff Senate Coordinator:** Gretchen Henry

### **CALL TO ORDER – Lewis-Klein**

Determining the presence of a quorum, Chair Lewis-Klein called the meeting to order.

### **ACTION ITEM: Approval of the February minutes – Lewis-Klein**

There was no discussion of the [February meeting minutes](#), and they were approved unanimously as distributed.

### **PRESENTATION: AVP Performance Improvement & Business Analytics - Belknap Shared Services Overview – Smith**

See the [full presentation here](#).

Mr. Smith went over the following topics:

- The existing state of transactions
  - A common theme in the feedback he has received is that the current system does not align with needs; the processes are fragmented; non-integrated systems; customizations are expensive; it should be easier to accomplish tasks; and, the reporting lines are confusing.
- The future state of transactions
  - The business operation center will be customer-services oriented; operationally-excellent; innovative and efficient; and, analyzed for improvements.
  - He used **CARDS** to explain: **C**entralized operations **A**utomated **R**esponsive **D**ata-driven **S**tandardized and simplified
- The development of the process
  - How did we get to this new stage?
    - Focus groups gathered data on the top 10 processes that needed immediate simplification.
    - What will the Shared Services look like and the Workflow
      - See the 'Continuous Improvement Cycle' graph
      - See the 'Workflow' graph
- Phase I
  - From April through December 2016
  - 500K transactions per year
    - Includes: onboarding. Position management; job changes; additional payments; time reporting; expense transfers
  - Phase I Timeline:
    - March 2016 - Staff Training
    - May 2016 - Launch onboarding
    - June 2016 - Launch job, position and additional pay
    - October 2016 - Launch time reporting
    - December 2016 - Launch expense transfers
- Phase II
  - Anticipated for 2017

- 100K transactions per year
  - Includes: pro card reconciliation; program/account reconciliations; travel and expense reimbursements; and, leave management.
- Phase II Timeline:
  - February 2017 - Launch leave management
  - March 2017 - Launch travel and expense modules
  - June 2017 - Launch pro card reconciliation
  - September 2017 - Launch program reconciliations
- Future processes to be considered
  - Includes: billing; budget; contracts; grants; HR; and, procurement.
- What stays in units:
  - Budget authority; initiation/approval of transactions; and, strategic planning.
- Staffing Model
  - Customer Service Reps/Generalists
  - Functional Specialists/Experienced
  - Leadership Team
  - Existing staff in Harlan Sands areas will be used
  - Mr. Smith announced that Melissa Shuter has been named the Executive Director for Business Operations and will oversee the “One-Stop” Customer Service Team and the HR and Finance Functional Teams
- Communication Plan - February through December 2016: sharing information and presentation with Faculty Senate, deans, LFOs, focus groups, work groups and general university community.
- Questions
  - What happens in units with an existing service center?
  - If you currently work in an existing service center, your job will change somewhat.
  - Regarding onboarding - how quickly will it be available after submission?
    - Once it is submitted, it should be available in 5 seconds.
  - How many people will be affected?
    - In Phase I, about 13 and the number will increase in Phase II and beyond, as it becomes more efficient.
  - Will HSC and Belknap Service Centers be distinct?
    - Both the HSC and BSC were designed from feedback on their individual issues. They are parallel models. If you interface with both campuses, you will not have to go through both systems.
  - Where will the BSC be located?
    - When a location has been chosen, it will be announced.
  - Will the 13 positions in Phase I be posted?

- The goal in Phase I is to limit campus impact. There are already people in units under Harlan's area doing some of this work. We have spoken to a few, but are open to other interested individuals.
  
- How will staffing occur in Phase II?
  - This will be incremental and work out over time. If we pull people from units, we will discuss with the dean.
- Are there any A&S people in the work group?
  - Bridget Burke
  
- Regarding the 3 categories of onboarding in Phase I, will this broaden?
  - Yes. We will start small and add later.
  
- At this time, Senator Gary Southard gave a brief update on the HSC service center.
  - Offers have been made to the frontline personnel starting in April 2016. Announcements on these positions will be made soon.
  - Workloads have started moving.
  - Currently, 10 people are on the management team
  - Currently, 14 different departments are participating
  - Current employees are internal hires.
- When will communication move outside the internal groups?
  - Today is our final internal presentation.
  
- There seems to be no solution for every position.
  - We have to develop something to help all of Belknap. Phase II will not begin until Phase I is underway and working well.
- It would help allay fears if people were aware of what positions will stay in the unit.
  - Mr. Harlan Sands responded by saying that is a good idea for Phase II. The priority is to make things work better. He said he has never met anyone that said they have more than enough time to do their job. This undertaking is about freeing up time so people can do their jobs. For people already doing jobs that will be moved, we may offer them an opportunity to work in our area. Ms. Hughes added, in HR some employees are drowning in their work. Share Services will help her do her job.
  - Mr. Smith finished by saying that any further questions or input can be sent to him or Melissa Shuter.

### **REPORT: Chief Financial Officer – Sands**

Mr. Sands said that his team is very conscious of the hiring, but these changes are part of the future and it is their duty to make it easier for people to do their jobs. He then updated the Staff Senate on several points, including;

#### **Organizational Structure**

- In January 2015, there were 15 positions in his area. After the restructure, as of March 2016, there are 10. Two administrative positions were eliminated. There was no loss of staff. A new unit was created - Performance Improvement and Business Analytics. A savings of \$100K has been realized.

#### **Administrative searches**

- AVP for Business Services – An offer has been made to a candidate and an announcement will be made soon.
- AVP for Facilities Management – An offer has been made to a candidate and an announcement will be made soon.
- AVP for Human Resources/AVP for Finance/AVP Enterprise Risk Management – these are active searches.

#### **Questions**

- How were 15 positions made into 10?
  - No RIFs occurred. We gave them the first chance at open positions and placed them there.
    - Ms. Hughes added that RIFs are placed in open positions.
    - Mr. Sands added that it is not always possible to find a matching skill set for each open position, but it is something they try to do. We want displaced people to be trained for new jobs. We will share what skills we need for Phase II.
    - Chair Lewis-Klein added that the Staff Senate has advocated for a RIF policy that includes a “try-before-you-buy” clause, where a RIF with a minimum-matching skill set could be placed in a position for a probationary period to see if the placement works for all.
    - Mr. Sands said that in Phase II, training will be developed for each of the skill sets that were identified in Phase I. This will be a challenge and take a lot of time, but employees need good career-ladder jobs for the future.

- The search to replace Dave Barker, who is retiring, will be a national search. The position description is being rewritten to include risk management across the University - IT and financial risk.

### **Academic Classroom Building Update**

Mr. Sands wants to preserve as many trees as possible in the design. Parking will be difficult during the construction period. The timeline is:

- May 2015 - Design
- August 2016 - Crawford Gym Demolition
- August 2016 - Construction Begins
- August 2018 - Building opens

### **Credit Union Update**

A temporary branch has been set up in SAC Room 104. The new Belknap location will open in August 2016.

### **Visitor Center Update**

There is no information at this time.

### **Speed Museum entry fee**

Chair Lewis-Klein said that President Ramsey is working on this.

### **Chestnut Street Garage Exiting Issue Update**

Reports that it has and has not improved. Traffic lights will be regulated. Work will continue on resolving this issue.

## **REPORT: AVP for Administration & Operations – Hughes**

Ms. Hughes updated the Senate on several topics. They included:

### **Performance Reviews** – are now required for all employees

- They are due to HR by April 30<sup>th</sup>.
- Each unit is to send reviews to HR in a spreadsheet.
- Not sure about a salary increase at this point.
- If you need help with the review process, Mary Elizabeth Miles, in HR, can help.

### **Performance Takes Flight** – All of the 20 sessions that have been held were full.

- 1085 people were invited to the training and 459 have attended.
- From the feedback, 7 themes have emerged:
  - Objectives
  - Feedback & Communication
  - Review of supervisors
  - No consistency
  - Input on metrics (define 'good', 'very good', etc.)
  - Tool needs improvement/replacing

- Process is not simple
- Next step - calibration. Training will come in the next 6 months - How to Calibrate for Consistency within units. She would like a regular presence for performance training.
  - A discussion of metrics, faculty participation and online training options took place.
- New Employees Introduced:
  - Director of Compensation - Helen Combs
  - Assistant Director of Compensation - Mimi Bell
  - Compensation - Wendy Smithson

They are working on the salary survey and developing a series of Lunch & Learns, with the credit union, on topics of financial health.

#### **REPORT: Faculty Senate Representative – Staat**

The Faculty Senate met on March 2nd and heard the following reports:

- The College of Education bylaws were revised and had a first reading.
- The Sabbatical Leave policy is under review.
- Chair Feldhoff will survey the senators to inform her Board of Trustees vote of no-confidence in President Ramsey, should there be one.
- Provost Pinto updated the Senate on the current budget issues.
- A new position has been created for Vice Provost for Enrollment Management and Student Success. This overlaps Dale Billingsley and Jenny Sawyer's positions and focuses on enrollment and retention.

#### **REPORT: SGA Representative – Brandt**

No report was made.

#### **REPORTS: Staff Senate Standing Committees – Armstrong**

- **Credentials & Nominations (C&N)** – Jeffery
  - A motion was made to seat MED10 (Martin), MED14 (Stephens) and MED21 (Fadell). Also, VPHA02 (Simpkins) and Intellectual Property (Zhang). The vote was unanimous.
  - The remaining vacancies will stand until the elections.
  -
- **Policy, Economics & Development (PED)** – Metcalf
  - The [report was online](#). This committee met March 1st and continues to study benchmark and ACC RIF policies.
- **Services & Facilities (S&F)** – Eitel
  - This committee is still gathering data on the Chestnut Street garage issues.
- **Staff Grievance Committee (SGC)** – Riede

- o One grievance was filed and completed.
- **Staff Help & Relief Effort (SHARE) – Norton**
  - o This committee was sent an application and requested further information. The applicant has not replied.
  - o The committee is waiting on feedback from the Executive Committee.
- **Staff Morale & Community Outreach (SMCO) – Jenkins**
  - o This committee met on March 3rd and continued its discussion of the morale survey.

**REPORT: Secretary-Treasurer – Tencer**

- GENERAL FUND BALANCE: \$8919.37
- SHARE BALANCE: \$10, 347.04
- TECH BALANCE: \$2500.00

**REPORT: Staff Senate Chair – Lewis-Klein**

This report was online. In addition:

- A current topic of interest generated a discussion of the Board of Trustees.
 

Chair Lewis-Klein reported that Faculty Senate Chair Feldhoff has decided to poll the Faculty Senate. The Staff Senate will not be polled. She does not think the vote will be taken at the April 20th meeting. Further, the April 20<sup>th</sup> meeting may not occur if the board is not duly constituted. If the meeting occurs at all. A Senator asked what impact a vote would have on the President’s employment and the vote would have no mandate for any action. It was noted that President Ramsey was evaluated last summer and is scheduled to receive his next evaluation this summer. The discussion continued and senators offered a range of opinions on their views of how the senate chair should vote, expressing both sides of a confidence/no confidence vote. The discussion then turned to the Board of Trustees make up, various scenarios of how a vote could be taken and the various media articles that have appeared online and in print. The discussion ended abruptly when it was announced over the Library’s public announce system that the Library would close in 10 minutes

**Other Business:**

None

**Adjournment:** 4:55 p.m.

Respectfully submitted,  
Gretchen Henry