



## Personnel Committee

May 6, 2022

### Minutes

The meeting was called to order at 10:00 a.m. by Governor Gaffney and was live streamed via Microsoft Teams. Secretary Miller called the roll. A quorum was present.

**Committee Members Present:** Governors Gaffney, Barnhill, Kelly, Land, Stancato; Ricardo Villarosa, Faculty Representative; Noreen Rossi, Faculty Alternate Representative; Kaitlin Kipp, Student Representative; Anthony DiMeglio, Student Alternate Representative

**Also Present:** Governors Kumar, Busuito and Thompson; and President Wilson; Provost Kornbluh; Vice Presidents Burns, Lanier, Massaron, Johnston, and Staebler; and Secretary Miller

### APPROVAL OF MINUTES, DECEMBER 4, 2020

**ACTION:** Upon motion made by Governor Barnhill and seconded by Ricardo Villarosa, the Minutes of the December 4, 2020 Personnel Committee Meeting were approved as submitted. The motion carried.

### MISSION AND VISION

Governor Gaffney opened the meeting with a discussion about the committee's mission and vision. He asked that committee members think about the goals of the committee and if there were further thoughts in the upcoming days, they could be sent to Secretary Miller. The Personnel Committee will begin a regular meeting schedule of three times a year, and those meetings will include annual reports on DEI and EEO, an annual report from HR and potentially an academic HRLR report.

His vision is that the committee will support DEI, guide, advise and act as a check on HR and LR labor relations and human resources, through an annual dashboard for an annual review and presentation. It is his hope that the committee will, through the presentations and reports it will receive, help the Board of Governors gain a better understanding of faculty tenure, faculty and DEI, and the relationships between professors, lecturers and graduate assistants as these systems impact educational quality and University finances.

### DISCUSSION OF POTENTIAL REPORTS AND PRESENTATIONS

Governor Gaffney asked Carolyn Hafner, AVP for Human Relations, for thoughts on the development of an annual HR Report. Ms. Hafner first provided a strategic overview of human resources, and suggested that the committee could help the University become

an employer of choice by reviewing the strategy from an institutional level. Ms. Hafner then presented slides for discussion by the committee.

She advised that people are making different choices about how and where they work. For the University to be competitive with the other 14 public institutions within the state of Michigan, and the higher ed industry across the nation, the University will have to be an employer of choice. That means an institution highly sought after by employees for a great work environment. She highlighted a list of characteristics describing why any potential employee would want to work at the University, including strong leadership and competitive pay and benefits, great culture, training and development. Additionally, there is a strong institutional value for fairness, empowerment, reward and recognition, and great work life balance with flexible work arrangements. These are issues that are being talked about all over the world. These items make employees more committed and more productive and more creative. The human resources mission and vision supports the university by creating a culture of excellence and by having outstanding, competent people, using best practices in all processes and ensuring the employer of choice designation. An annual report from human resources will highlight accomplishments relative to that strategy of being an employer of choice and provide a number of key performance indicators with respect to what's going on in the industry and what is going on at the university. Useful measures include trends and data, and significant changes in policies and systems that have campuswide impact. Other areas include major regulatory updates that impact the institution as a whole, the future outlook of the higher ed industry and workforce, and as well as actions with respect to succession planning.

Governor Gaffney then proposed the month of January for the first full HR report. The committee also briefly discussed format for that report, which could utilize benchmarks and dashboards to frame its story. Other suggestions are welcome.

Governor Land believes communication is key, and thought it would be an important part of this initiative. Mr. Villarosa agreed, and talked about some aspects of shared governance which requires more communication. He added that the University has 13 or 14 different unions, with several dually reporting in terms of responsibility and communication and agreement on policy and implementation, which are challenges to communication and he believes there should be a constant effort to acknowledge that. Governor Stancato added that communication is important in terms of institutional structure and knowing who does what and where, and how to better communicate that knowledge.

In terms of additional information that may be helpful, Governor Busuito asked whether the committee could hear about the process used for searches for chairs and deans, as he does not fully understand it and believes it would be helpful. President Wilson advised that a presentation could be done to make sure the Board understands the process. There is some consistency in the search for chairs, but it may differ between schools and colleges, because they have different needs, and different sizes. Search firms are used for some but not others. In addition, the process for assembling a search committee for deans and chairs is outlined in the collective bargaining agreement with the AAUP. Governor Stancato also referenced structural constraints, including lack of diversity, and

commented that one focus area is looking at committee membership from a diversity perspective.

Provost Kornbluh added that there are significant disciplinary and cultural differences across the university. In many schools, chairs serve one term or at most two terms. Chairs in medical schools are culturally different and have more authority. In Liberal Arts and Sciences or Engineering it would be rare to have an outside search firm because of the relatively short amount of time that a chair in those colleges serves, as opposed to searching for a department chair in the School of Medicine. Within the university, the role of a chair can be very different, administratively. He added that there is also a search process to hire faculty and attention has been made over the years to make that process more unbiased.

In terms of other areas of interest, Governor Gaffney suggested an employee survey, and he would also be interested in a report on progress on union issues and relationships. Also of interest is an update on contracts open and closed, with a list of the bargaining units. Governor Land asked whether the university has a hotline for good ideas, or complaints. Ms. Hafner advised that there the HR Analytics and Reporting team is working on several initiatives. They are revamping their website, and will include a link where individuals will be able to anonymously report and submit suggestions and ideas for process improvement. That team also includes a process improvement function to work with HR leadership on benchmarks and with the reporting team on the HR employee dashboards. Governor Land suggested the university develop a reward system for employees who suggest good ideas. Governor Busuito agreed, noting that it might motivate people who were in the best position in the trenches to provide their perspectives.

Ms. Hafner also reported on employee recognition week, which will now be an annual program in October. They will be bringing back the employee recognition ceremony with additional recognition and awards for outstanding performance in various categories.

Next, Governor Gaffney called on Amy Lammers, Interim Assistant VP, for an explanation of current EEO reports. The committee is scheduled to have a presentation on the updated EEO Report in September of 2022. Ms. Lammers advised that the affirmative action status report is a form of compliance with federal regulations, as a government contractor, and as a recipient of government funding for student grants and scholarships.

Historically, the report has been provided on an annual basis to the Board. It gives an analysis of the 5000 fulltime employees and a brief review of temporary employees. Student employees or other part-time employees are not included. Employees are broken down by academic and nonacademic categories, and a regional comparison is provided, based on the populations from which the University draws employee applicants. Also included is data on the hiring of women and minorities. The seven main EEO categories include African American, Caucasian, Asian Pacific Islander, American Indian or native Americans, and Hispanics. In terms of faculty, data is provided on tenure-track, non-tenure-track, and academic rank. Finally, the report provides a comparison of the University to peer institutions nationwide, other similar urban research institutions.

Governor Gaffney asked that if committee members had any other ideas or thoughts on information they would like to see included, to please send them to Secretary Miller. Mr. DiMeglio noted that it would be beneficial to also see the statistics of the demographics of the middle eastern and north African population within our faculty and employees. President Wilson advised that that data is being collected, where available. Ms. Lammers noted that that designation is a voluntary disclosure for employees, and would not represent a total picture.

Governor Gaffney then called on Associate Provost for DEI and Chief Diversity Officer, Marquita Chamblee, to speak about DEI. He noted that he would like the committee to be a focal point for the board's efforts in in that area.

AP Chamblee advised that she would welcome the committee's input on what an annual report on DEI should contain. She suggested that an oral report would be much higher level but a written report could include initiatives and successes in hiring and retention of diverse faculty and staff. Other potential subjects could include a focus on the progress of the provost's cluster hires, the activities of the employee engagement groups active in supporting faculty and staff of color and of different racial backgrounds, including LGBTQ, and highlights of the progress of the hiring and retention of the diverse employees working group of the DEI Council, and some of their activities. AP Chamblee advised that The DEI Council is made up of representatives from all the schools, colleges and divisions. In terms of communication, this provides an opportunity for the schools, colleges and divisions to be in conversation with one another about what is happening in DEI across those units. Opportunities exist for collaboration and mutual problem solving and solution sharing.

The DEI Council looked at a DEI strategic plan for the schools, colleges and divisions, and is in the process of developing a tool kit to help these units develop a DEI strategic plan. There will also be a campuswide DEI strategic plan aligned with the DEI portion of the university strategic plan.

A score card for monitoring DEI progress is being developed by the Council's data and analysis working group. They will also be helping to develop a methodology for measuring what progress schools and colleges are making on these objectives. The Council is also reviewing the progress of the student equity working group. This group is looking to make positive changes in student success related issues. They are also going to be hiring a new intercultural training director to help develop training initiatives in implicit bias, a requirement for faculty, staff and students in the health care professions, and the various service professions that require licensure. Other workshops and programs related to DEI are working on measuring how many people have gone through trainings and the impact in terms of the effectiveness of the educational programming.

It will soon be five years since the diversity climate study was undertaken. A new diversity campus climate study will begin with a survey that will launch in January 2023. The results may be able to be reported on in late 2023. A new process is being developed, using existing structures, to receive complaints on bias incidents. There is currently no

consistent way to report a bias incident in the workplace or classroom, nor a consistent method of response.

Governor Land commented on the retention of Deans, and asked whether there was anything that could be done to change the structure of the position, or offering of assistance, that would retain Deans longer. President Wilson advised that the average career span of a dean is four or five years. He added that it is a challenging job, and burn-out is common. He advised that the job has evolved and now deans need to be business managers, have to be involved with philanthropy, and to a certain extent politics, and is a more complex position than it was years ago. Governor Land suggested that this may be a topic for a future meeting. Provost Kornbluh indicated that there is an advantage to institutions in having new ideas from the outside to effective positive change, and that he welcomed a good discussion of what the mix is between experienced leadership and bringing in new ideas. He added that having a department chair in place for a long time does not always serve either that person or the institution well.

Governor Busuito commented on the challenge between the business aspects of the schools, and the academic challenges, and perhaps a different approach is warranted for leadership. Mr. Villarosa advised that with some of the best academic leaders, their day-to-day responsibilities are not in the classroom or doing research, but added that both the business and academic aspects of the job were still important. He noted that important questions for hiring should also include experience either with labor or with shared governance.

Governor Land returned to her suggestion that Deans be provided more support, including with fundraising, and suggested a support system might help retain deans at the University. Governor Stancato concurred.

Provost Kornbluh agreed that Deans would welcome support not only with philanthropy, but also with finance side of the house, and commented on work currently being undertaken with the new CFO, Dave Massaron. Mr. Massaron is currently visiting with the faculty and staff in every single college to try to give an update on the status of the unit's finances and academic implications. The CFO played an important role in all the recent dean searches, interviewed all of the candidates, and has been in contact with the preferred candidates.

Professor Rossi advised there are DEI and EEO implications in this discussion. She noted that implicit bias occurs across all areas, including searching for deans, actions by deans and interactions between and among deans, faculty, students and all university employees. She suggested that training should be encouraged for everyone, especially on the dean's side and suggested giving them the support they need to undertake such an initiative.

Governor Busuito noted that corporatization of university education systems in America is worthy of a more robust discussion. He advised that there should be a discussion on how the searches for chairs and deans are conducted, and policies that could be incorporated.

Ms. Lammers advised Professor Rossi that the Office of Equal Opportunity already offers training for search committees and for faculty hiring. It includes implicit bias, training diverse committees, and diverse schools for candidates. She noted that OEO has a complaint process, as does the Title IX office for people who have experienced bias either in the classroom or the workplace. That complaint process is available to all members of the university committee. Complaints are investigated and recommended remedial actions are taken when necessary.

Governor Gaffney advised that Mr. Baltes had to leave the meeting for another engagement but is prepared to think about reports about faculty labor relations. He clarified that Human Resources and Labor Relations are responsible for non-faculty labor relations, but labor relations for the faculty and the graduate assistants fall under the Provost's office with Boris Baltes at the head. Mr. Villarosa advised that the Boris Baltes' office also handles the academic staff as part of the faculty union. He then asked AP Chamblee to address gap that he believes exists in bias incidents reporting for things that may not rise to either Title IX or OEO. AP Chamblee advised there is a formal complaint process for people feeling discriminated against or feeling like they had been treated differently. Often after an investigation, the issue may not rise to the level of discrimination where some sort of remediation or action would be taken. There remains a matter of determining how to support the person who feels like they had been harmed, even if there was no finding of discrimination. It is a less formal process than what is found in OEO, and is about supporting the people impacted by those incidents that do not rise to a legal level of discrimination.

## **MEETING SCHEDULE**

VP Miller presented the calendar of meetings. She noted that June 24<sup>th</sup> agenda for the committee includes a report on DEI initiatives and a report from the provost on faculty initiatives. The next meeting will be in September, and the committee schedule will include annual reports on number of the areas discussed at today's meeting.

Governor Gaffney advised that the calendar would hold for each year unless there are other suggestions.

## **ADJOURNMENT**

There being no further business, the meeting adjourned at 10:45 a.m.

Sincerely,

Julie H. Miller  
Secretary to the Board of Governors