

UBSS Minutes

September 10, 2018

11:00 – 12:30

BC 143

Present: John Brenner, Keiver Jordan, James Hale, Laurie Harow, Michelle Junot, Stephen Shirley, Natalie Dabrowski, Megan Manley, Bill Boyd, John Chapin

Absent: Jessica O’Keefe

Total in Attendance: [SIGN IN SHEET](#)

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1. Call to Order

2. Logistical Items

- Approve of September agenda
 - Motion and approved
- Approve August minutes (*approved by email Aug 27*)

3. Chair’s Report

- Updates
 - Committees
 - Call for committee members. We have the GSC committees which are university committees. SPBC – which needs members. The initiatives for the committee is available and provides descriptions ([Proposed University Committee Initiatives](#)). If you would like to serve on the committees, please email John Brenner directly. I encourage senators to recruit. Anyone can serve.
 - SPBC will have 2 staff representatives. Not sure when this will meet again or be redesigned, but will have information soon.
 - Committees staffed by end of September so they can begin meeting.
 - Staff Awards – Deadline is September 20th to submit packets. The staff senate can assist you in preparing a packet.
- GSC Updates

- Initial meeting was two weeks ago. Officers were elected. John Brenner self-nominated to chair seat and won. Tim Sellers is the VP of the GSC.
 - Reaffirmed our purpose as a communication model and reports from all three divisions and the Provost.
 - Next meeting September 26 – AC 336.
 - Meetings are last Wednesday of every month.
 - Michael Gosnell – New Staff introduction
 - Cynthia Gill, Assistant Bursar – has joined us in the Bursar’s Office. She is taking over for Janet Walker’s position
4. CUSS Report
- UB is holding the next CUSS meeting on Tuesday. Stop by and see what we talk about at CUSS. Morning is meeting, afternoon is committee work. Darlene is giving the greeting. Kurt will stop by to greet them later in the day. Senators stop by and meet colleagues at other institutions.
 - Breakfast and Lunch is only for the CUSS members.
 - Executive has seen a USM survey on shared governance. We will be responding on the setup here.
5. Provost’s Report
- Darlene – Tremendous level of planning going on across the University for enrollment and marketing strategies for next year. A freshman strategy that would develop undergraduate. The concept of metamajors and aligning co-curricular opportunities to explore majors before declaring. Within 4-6 weeks, there will be a lot more detail about this.
 - Streamline the admissions and recruiting functions, so they have a laser focus. Moving some other units outside, so they can focus. Hiring AVP of Admissions.
 - Looking to hire Assistant VP for Undergraduate Admissions – someone who knows the Maryland market, transfer market, knows metamajors. IN the past our approach to UG admissions has been disjointed, so there is a commitment that by the middle of October, there will be recruitment strategies for undergraduate as well as graduate programs. Significant changes and processes to establish goals and strategies as well as the execution of those.
6. Action items
- Election of Chair Elect
 - Context is the chair elect is a relatively new position. It is an onboarding process and learns the ropes of the chair position. Also benefits from the past chair as well in executive board meetings.
 - J. Brenner nominated Michelle Junot. Michelle Junot accepted nomination.
 - Motion to Vote. Vote – Approved.
 - She will take over next year.
 - Memo to UB leadership re budget feedback
 - [Memo: UB Strategic Budget Decisions](#)
 - Two themes developed from the feedback. One was fiscal and the other was on morale. Two asks in the memo itself. We would state the senate’s position, took the feedback and then crafted the specific memo for this.

- Targeting the type of discussions we are expecting to be included
- Timeline: Close of business tomorrow to allow senators a final chance to review.
- Discussion highlights: Furloughs are only okay if you have a long term plan and you just need the time to implement. Depending on the plan, it may be better to layoff now rather than a year from now. A furlough would affect everyone on campus.
- Do any of our guests have comments?
 - Sally Reed – I come wearing two hats. Part of this strategy moving forward, there may be shifts of positions and reallocation of existing resources. There are no new resources, because the budget is finite. It is where positions are shifted.
 - D. Smith – Every time a PIN becomes available, it is strongly evaluated to assess its maximum return in terms of the university performance. There are
 - There have been no discussions of furloughs or lay-offs for this year. I can't say it could never happen, if the university determines to cut programs or services that could happen. Our goal over the next three years is to ensure our revenues and expenses are equal and we don't continue to borrow from reserves.
 - B. Boyd – If the university does decide to cut programs, I would rather it happen on a very aggressive timetable. It wears away morale when it drags on and not knowing what is happening.
 - J. Brenner – Feedback is reflective of this as well. Rip the band-aid off.
 - D. Smith – In regard to the last paragraph, all the discussions will be moving through the SPBC committee, so we can't schedule the meetings until we know who the representatives are from staff senate/faculty senate. The series of conversations dates are coming out this week to solicit feedback from the campus within a consolidated timeframe.
 - Motion to forward, 0 against, 1 abstain - Approved
- [Resolution to HR re internal candidates for UB positions](#)
 - J. Brenner - A senator brought this to the senate. The issue spans at least two years. J. Brenner spoke with Sally Reed and was given feedback on how to revise the memo. Internal job applicants – at least 3 have come to me directly to say this happened to me. I didn't get a phone call, email, message and I found out that they already moved on, offered the position, etc.
 - J. Brenner - Resolution is to suggest to OHR that this information goes to search committees. The missed communications and lost opportunity for professional development to know what went wrong in the process. Was it the resume, the interview or the skills? Our suggestion is that this be implemented with OHR.
 - S. Shirley/ S. Reed - Is there a preference rating system for internal candidates? We route strictly on degree and number in years of experience. We will be generous in rounding up and description of years of experience. All things being

equal, the internal candidate would be preferred just because they know UB. There is no rating system though.

- J. Brenner/S. Reed - Courtesy interviews are not the best idea. I am interviewing you only because you are internal – it gives false hope and takes a lot of time.
- D. Smith - It is difficult for the chair of a search committee to call a fellow colleague to state you were not selected for an interview and this is why. There needs to be training for this. We need to do a lot of work on how we provide feedback in a positive way.
- Motion to approve, All Approve – Approved to forward resolution
- Resolution to amend bylaws re meeting days
 - At the GSC meeting, we discussed aligning the meeting dates of the three units to the same week. Our bylaws dictate that we need to meet the second Monday of the month. J. Brenner – make the bylaws more flexible to once a month. The incoming chair will set a year’s worth of meetings.
 - We have to bring this resolution to all constituents must approve. A majority of those who vote is needed to pass the amendment.
 - Motion to approve – Approved to forward to constituent vote.
 - I’d like to make the October meeting the first Monday, implementing this change.

7. New Business

- B. Boyd – We will be surveying for information more frequently. They will be anonymous. They will be pretty simple and we will use that information to understand how the community feels about the topics. Staff senate will use this information to guide our movement going forward.
- J. Hale - Daily Digest has the fall staff events. Pay attention to the digest. The first lunch is Friday, but the impending Hurricane may adjust those plans.

8. Floor Open to Constituents

- None

Proposed University Committee Initiatives

Work Life Committee (Sally Reed)

1. *Ombuds Services* – See USM policy guidelines
2. *Bullying* – Address the atmosphere of bullying across the university and develop a comprehensive Anti-Bullying Policy that addresses this complex problem. There is a significant amount of research out there about the specific problems of bullying in academia, and we need to incorporate the best practices and protocols into a newly developed Anti-Bullying Policy. We cannot address diversity and gender-based disparity issues without also addressing the need to develop a healthy and collegial working environment.
3. *Communication and Training* – Better communication and training for chairs/supervisors on system-wide, university, and college-level policies. Training on policies on everything from retirement to FMLA must be developed in a comprehensive manner and made MANDATORY for all supervisors and chairs. Additionally, those policies must be communicated to faculty and staff throughout their work life, and recommunicated if a change of status is imminent. Ad hoc and incomplete communication and implementation of policies undermines the university's ability to create a fair and level playing field for all its employees, and ought to be a core concern for us moving forward.
4. *Health and Wellbeing* – Initiate programs allowing various exercise regimens both for body and mind.

Culture and Diversity Committee (Karla Shepherd)

1. *Prioritize Diversity Plan* – Review new plan, develop timelines, and recommend implementation plan with assigned responsibilities.
2. *Diversity Awards* – Develop criteria and process for new awards to recognize an outstanding faculty member and a staff who have made significant contributions to promote diversity, equity and inclusion.
3. *Diversity Dashboard* – Create / recommend quantitative and qualitative metrics to better understand the state of diversity and inclusion at UB.
4. *Student Narrative* – Compose a narrative (beyond demographic data) profiling “Our UB Students” to enhance knowledge of UB students’ unique backgrounds, histories and lived experiences. (Note: To be used in orientation, with external constituencies, etc.)
5. *Diversity Statement* – In conjunction with the Office of Human Resources, develop a recommended diversity statement to be included in all job postings.

Facilities Committee (Neb Sertsu)

1. *Master Plan – Develop / refresh facilities master plan*
2. *Repurposing of Learning Commons*
3. *Testing – Assess feasibility of a testing center and identify space, as appropriate; insuring a greater degree of academic integrity.*
4. *Accessibility, Parking and Transportation – Manage and monitor current campus access and evaluate and recommend new ones.*
5. *Campus Sustainability and Recycling – Monitor campus-wide efforts with specific goals to reduce school's carbon footprint in combination with city policies.*

Technology Committee (Dave Bobart)

1. Licensing Agreements -- In OTS, minimize software expenditures by reducing redundancies and consolidating license purchases. Move from drive-only document access to web and cloud access and storage. Introduce integrated communication solutions (e.g., Skype for Business).

Other Ideas for Consideration:

1. Move Enrollment Management (Admissions) from Marketing and Communications to Student Services, thereby consolidating student-facing business units.
2. Create a single student point of contact for all Student Services with immediate access to function-specific staff. Design telephone, email, and web communications templates and update frequently.
3. Examine Law School offices/services that could be centralized with the rest of UB.
4. Faculty were not consulted in the decision to eliminate **Student Counseling Services**. Bring this back to the table for discussion with faculty input.
5. Involve faculty representatives in implementation of **Student Services** and **OTS SSCs**, and in knowledge finding and implementation of **Marketing & Communications SSC**.

Memo: UB Strategic Budget Decisions
University of Baltimore Staff Senate

MEMO

TO: Kurt Schmoke, President; Darlene Brannigan-Smith, Provost; Beth Amyot, CFO

FROM: UB Staff Senate

CC: Governance Steering Council

DATE: September 10, 2018

RE: UB Strategic Budget Decisions

Morale is a primary concern of the UBSS, and upcoming strategic decisions will continue to affect morale and the work culture of UB, which in turn have an impact on productivity and retention. As is evident by the included feedback (see Appendix A), staff morale is low, given the uncertainty of UB's budget and enrollment situation. The UBSS wishes to share this feedback in order to 1) fulfill our role as the voice of our constituents and 2) ensure that this voice is heard by UB leadership. Our constituents are concerned with recent turnover (at all levels of staffing), perceive themselves as under-supported and overworked, and worry whether they will continue to be employed at UB, by choice or otherwise.

The UBSS and its constituents believe that cutting staffing levels will contribute to a further decline in morale and an increase in workload, along with the risk of diminished services vital to the success of our students. In light of another likely budget shortfall, UB leadership has stated there would be no furloughs. However, if leadership must choose between reducing staff levels through layoffs or implementing furloughs, it is the position and request of the UBSS that furloughs be given priority over a further reduction in staffing levels.

Lastly, the UBSS requests that a UBSS representative be included in executive team and governing bodies discussions regarding strategic budget priorities at UB, particularly as they pertain to staff issues of deep concern such as furloughs, layoffs, or other budget-based adjustments that have a direct or indirect impact on UB staff and student success.

We thank you for your cooperation and look forward to your response.

With regard,

UB Staff Senate

APPROVED by UBSS vote 9/10/18

Appendix A: UBSS constituent feedback on budget, morale, and related concerns

“The University needs direction. We need to have a singular focus. When are strategic decisions about the future of the university going to be made? And are they being made in a vacuum? Which groups are a part of the discussion?”

“When will we know more about the revenue generating ideas? We also need to strategically allocate resources. For example, why don't we take the \$1.032 million dedicated to Travel Expenses in 2018 and re-allocate to admissions to help attract more students or to advisors to help retain students.”

“There are way too many work-groups, committees, task forces, initiatives, etc. It needs to end. We are extremely inefficient and unproductive. We are doing 100 things poorly. We need to do 10 things and be GREAT at them.”

“As reorganizations and increased turnover create more work for remaining staff, what discussions are being had regarding staff morale?”

“Year after year, staff takes the hit whenever there's a budget shortfall. Positions are eliminated yet the amount of work increases, with my position now responsible for two positions of work. Has faculty contributed their share of the belt tightening? With so many fewer students is there a plan for faculty reduction beyond doing this through retirement or attrition?”

“My employees come to work every day wondering whether they'll have a job.”

“Can we stop over-hiring and overpaying for senior positions? A quick analysis of the salaries (in 2017) for the Deans, Vice Presidents, Associate Vice Presidents, and their reporting line (only directors and above) will show that the directors make on average 57% of their supervisors. We need to attract good talent, but that can be done w/out overpaying. Likewise can we please stop the practice of rewarding failed Provost and Deans. As of 2017, there were 3 Deans/Provost making on average 35% (or almost \$49,000) more than the highest paid faculty member in that school.”

“Where is the leadership in admissions? How is this not a priority?”

“If UB truly believes we are going to make a turnaround, then the president and provost should bet on it with a cash/furlough reduction instead of reducing base budget by laying off staff.”

“As a manager, whenever budget updates come out the first question I get is "is my job safe?" from my employees. As I am not privy to those kinds of decisions, I never know how to really address this concern. Ideally, the answer is yes but there is always uncertainty, especially since in recent years there have been numerous layoffs. The instability of job safety is concern that leads to consistently lower morale. I know that there is no way to ensure that positions will not be eliminated but there has to be some way to mitigate this ever present fear.”

“What enrollment/operating scenario would trigger additional staff/faculty reductions? What are the operational measures that would be taken to prevent staff reductions?”

“Are the schedule changes in departments such as CRW and housing directly related to budget constraints? Diminished services affect employees and students and at some point there is a negative opportunity cost associated with service changes.”

“What are the University’s plans to boost the morale of its employees? We have been striving to do more with less for a few years now. How will the University retain current employees when the work environment has become so stagnant?”

Resolution to HR re internal candidates for UB positions
University of Baltimore Staff Senate

TO: Office of Human Resources c/o Sally Reed

FROM: University of Baltimore Staff Senate

CC: Governance Steering Council

DATE: September 10, 2018

RE: Communication to internal staff candidates for positions at UB

The UBSS has received feedback from several constituents in recent months regarding what they perceive as a lack of consideration, collegiality, and respect in their experience of applying to internal positions at UB over the past few years. Specifically, applicants to internal positions, when eliminated from consideration, have not consistently received courtesy messaging (phone calls, emails, or mail) informing them that they are no longer under consideration for the position. They have also expressed embarrassment and insult upon learning, through their own inquiries with colleagues, that they are no longer being considered for a position and that a candidate has already been hired, without the internal candidate having received any communication to inform them of their status in the search.

This situation has a lasting effect on employee morale and retention, with several staff expressing their decision to look outside UB for employment due to such slights. We are missing an opportunity for staff growth and development, as well, by not inviting such staff to discuss reasons why they weren't chosen or moved forward in a search. Follow up meetings with staff to discuss feedback would further their professional development and would show staff that UB has a culture of caring about its own, thus improving morale.

HR currently has a messaging process in place for candidates who are not routed to search committees; such staff receive a phone call and feedback. However, there is no process in place for staff who are routed to search committees or hiring managers.

Whereas staff development and morale are issues concerning the UBSS, and whereas Goal 6, Strategy 6.2 of the UB Strategic Plan is to "Refocus the Office of Human Resources to strengthen organizational climate and to advance the professional growth of UB employees," the UBSS hereby resolves to request that the office of Human Resources, in conjunction with search committees and hiring managers, implement a process to conduct timely communication with internal candidates for positions at UB to inform them when they are no longer under consideration and to invite them for a follow up meeting for feedback.

APPROVED by UBSS vote 9/10/18

Staff Senate Meeting Attendance
September 10, 2018

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	Name	Department
1	Kevin Jordan	AAFS
2	Mike Gosnell	Bursar
3	Cynthia Gill	Bursar
4	Laurie Harow	Law
5	John Brenner	Provost
6	UMEGAN Manley	OPA
7	Natalie Dabrowski	EMM
8	James Hale	FMCS
9	Michelle Jukat	Law
10	John Chapin	RLS
11	Sally Reed	OHR
12	Alli Hedden	AR/IA
13	Catherine Leidemer	marketing
14	Barbara Aughenbaugh	AF
15	Kathia Smith	NSB
16	Suzanne Tibco	OBPA
17	Carry Miller	Provost
18	Magui Cardona	OSR
19	Tom Shea	Admissions
20	Mason Paris	OS
21	Bill Schrieff	SSSS
22	Toni Joseph	A+E Systems
23	Wabezi Chitambala	URD