

Administrative Professional Council
Business Meeting Minutes
February 12, 2018 – 8:30 a.m.-10:30 a.m.
LSC 372-374

I. **Members Present:**

Matt Klein (1), Jamie Hays Szalc (1), Sarah Olson (2), Susanne Cordery (3), Barb Gustison (3), Janet Meine (4), Natalie Smith (4), Catherine Bens (5), Caitlin Kotnik (6), Shirl Portillos (6), Summer Shaffer (6), Tori Anderson (7), Susan Becker (8), Kelli Clark (8), Rosanna Bateman (9), Jessie Stewart (9), Gretchen Peterson (10), Jessica Cox (11), Rachael Johnson (11), Lisa Metz (11), Jessica Hunter (12), Brian Newell (13), Betty Wilmoth (13), Collette Hageman (14), Tyler Rayburn (15), Yvonne Bridgeman (15), Dan Banuelos (At-Large), Shannon Dale (At-Large), Jr McGrath (At-Large), Keely Mendicino (At-Large), Shannon Wagner (President), Catherine Douras (Vice Chair), Toni-Lee Viney (Past Chair), Tim Gallagher (Faculty Council), Jim Abraham (CPC), Diana Prieto (HR), Pam Jackson (External Relations), Bob Schur (Compliance)

Alternates Present:

Hayden Ahlbrandt (2), Melanie Calderwood (7), Darrin Goodman (15)

II. Call to Order: Shannon Wagner called the meeting to order at 8:30 a.m.

III. Guest Speaker (8:30 a.m.-9:00 a.m.) Dr. Tony Frank, CSU President & CSU System Chancellor – APC Observations Memo Discussion

- a. Dr. Frank joined the meeting via phone on his way to the capitol.
- b. In response to the memo, Dr. Frank shares that:
 - i. There is good alignment on the topics identified by APC council; there is active campus buy-in to the issues addressed in the memo.
 - ii. Many of the issues identified can be addressed by plugging into existing conversations. Most of the topics are being looked at by various departments on campus already.
 - iii. Our most significant challenge now is solidifying further some of the goals and then moving the agenda forward.
- c. APC Council questions:
 - i. Has the conversation of work-life balance come up with leadership on campus?
 1. When you speak about flexible work arrangements, you get head nods around the room. Where we seem to run into speed bumps are with the transition from being comfortable with the concept to implementation. We are creating a permissive environment for supervisors to take a look at the issue.
 - ii. Is there a way to make supervisor training mandatory?
 1. It is mandatory.
 - iii. Is there a way to check up on who has participated or not?
 1. The administration is holding folks accountable. There is not an interest in making a public list.

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- iv. Thanks were shared for the way that CSU administration handled the event on February 2nd.
- v. If high school graduation rates are going down and other states have better offers, how is our funding structure sustainable?
 - 1. There will be more competition for students over the next ten years. The higher education infrastructure may be overcapacity in the US. Those that will struggle: for-profit online universities, small private institutions that are local; comprehensive research universities seem to be doing ok. Our enrollment should be ok; perhaps we will not have the same growth we have seen, which may be ok for a few years. We are capturing out of state students who were previously looking at private schools and now are looking at public schools. Our tuition remains competitive.
- vi. In follow up to the employee voice survey, there was a possibility of putting together a salary task force. Is that still a good idea?
 - 1. Provost Rick Miranda and President Frank have been talking, and the budget process starts off with good intentions, but as it needs to be shaved down, salary increases go first as they are our most significant expense. He thought this morning, what if we, for the FY20, collectively said, salaries are the highest priority, and we set a 5% increase as a fixed cost. It would change the budgeting conversations significantly. This goal has not had as much movement as we would like to see so this approach makes sense.
- vii. As part of the conversation, it would be good to address how increases are awarded out – merit-based or cost of living.
 - 1. It is true to an extent that we use a 100% merit-based system, giving the supervisor flexibility. On paper, it works well, but in practice not as much. Generally supervisors pass raises out evenly when the increases are close to inflation, basically handing everyone a cost of living increase. Our raises have not been more than the cost of living increase for a while.
- viii. Regarding the changes to the manual preface we will discuss as a Council today, what do you see as the main concerns of the language of the preface as it is? What is the happy medium he would like to see?
 - 1. We do not want to go back to the past where APs have no voice in the manual that in part, governs them.
 - 2. All of us inadvertently missed that technically if you follow the language as it is, there is an imminent veto.
 - 3. APs should have a right to vote on things that affect APs and faculty should have a right to vote on things that affect faculty. We are getting too caught up on the issue of timing. Dr. Frank has asked Rick to sit down with both groups to come to a conclusion, in the middle of the guard rails (number 1 and 2 above are the rails). Everyone should have a right to comment on what affects them.
- ix. How did the decision to sell Hughes land versus developing it for affordable staff housing come about?
 - 1. It is not an or, it is an and. The RFP includes an option for affordable housing.
- x. Is CSU involved in PERA legislation?

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1. Nobody likes where PERA is at right now, but nobody wants to propose a fix because it is an election year. Likely a fix will come after the election.

IV. Announcements

- a. Next APC meeting – March 12th; 8:30 a.m.-10:30 a.m.; Tom Milligan (VP for External Relations) will be attending to discuss the new Neighbor to Neighbor (N2N) collaboration and Housing Task Force updates
- b. More information on the emergency ride service Caitlin mentioned at the January meeting can be found at <https://pts.colostate.edu/employee/emergency>
- c. Support for First Amendment questions and issues can be found at <https://firstamendment.colostate.edu/> - per Provost Miranda's message on 1/23/18
- d. We are currently brainstorming summer retreat locations. If you have some ideas or suggestions based on experience with past venues, please reach out to a member of the Executive Team to share your thoughts.

V. Guest Speaker Topic Discussion

- a. Are folks having success in having conversations about flexible work arrangements with supervisors? Summer has examples of tools that her unit has used. She can share them. There is not a one size fits all approach, so pooling examples of how it is working in different groups are something APC could contribute to further the conversation across campus. Pam is willing to put a story out on CSU Life highlighting these ideas.
- b. Marsha Dibenedetti will attend a future meeting to share status on the supervisory training program, and we can ask her to share what she is hearing from supervisors about the flexible work arrangements and work-life balance conversations.
- c. Review the language in the HR manual. It is a privilege and not a right, and also based on the type of work. The ombudsman program can help facilitate conversations between supervisors and employees.
- d. Where are we at with the AP pay bands/framework? Diana will address council in June. The draft structure has been created. Cabinet and council of deans have seen it. Proofreading spreadsheets are happening now, and then HR will meet with each Dean/VP to assure the data is correct. Those conversations are happening in March. After that, the structure has to be finalized before results are shared. The administration will determine the approach we will take. We know that over 2-3 years, those who are below the cluster will be brought up. What happens to those over the cluster is a Tony and board decision. The board will have to approve all of this.
- e. Is there an appeals process for employees once they are placed in a "band"? HR will engage in a conversation with any employee. The consultants we are working with takes the job and finds other salary surveys that have 70% of the same job duties to find a benchmark for the job/band. This process does not include RAs.
- f. What is the recommended course of action if you feel that your job description and classification are not correct? Speak with your supervisor to work together to submit to HR for review.
- g. The Deans and VPs have been through one session of supervisor training as a group, but are required to attend all the sessions just like all supervisors.
- h. Does CSU require or attempt to encourage 360 reviews for supervisors? No, it has not been implemented yet but is encouraged locally.
- i. Is there a push at the university level to encourage exit interviews? Yes, there is, as part of a recent effort, but many employees do not know about it. The process is not utilized. Exit

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interviews are not used for “stay interviews” for those who transition internally, although HR will always facilitate one if requested. Central HR would need to train more exit interviewers to launch the effort more broadly. Many units have their own exit interviews, so don’t use the central HR process.

VI. Action Items & Discussion

- a. Approval of January APC meeting minutes
 - i. Motion: Sarah Olson
 - ii. Second: Brian Newell
 - iii. Motion passes
- b. Section K – Grievance Policy Update; approve the Section K updates provided on page 28 and 29 of the APC agenda packet.
 - i. Motion: Brian Newell
 - ii. Second: Tori Anderson
 - iii. Discussion
 1. Suggestions are put out to align Section K with the policies of the Board of Governor's policies.
 2. How many times has the policy been used in the past year or five? There is a grievance officer annual report that gets filed annually. It is typically 1-3 APs. Most of the time they go into mediation and not through the entire process.
 - iv. Motion passes
- c. APC Executive Committee Elections for 2018-2019
 - i. Jr McGrath passed around a ballot. Write-ins are encouraged.
 - ii. Elections held and passed on unanimous voting for all positions:
 1. Chair – Shannon Wagner
 2. Vice Chair – Catherine Douras
 3. Secretary – Tori Anderson
 4. Treasure – Jessica Hunter
- d. Nomination of Yvonne Bridgeman to replace Kevin Miller for the remainder of his term in Area 15 as Kevin is no longer working for CSU.
 - i. Motion: Betty Wilmoth
 - ii. Second: Sarah Olson
 - iii. Motion passes
- e. Manual Preface Discussion:
 - i. Revised language for the preface of the Academic Faculty & Administrative Professional Manual has been brought forward and presented to APC as newly proposed language in section D.11, not the preface. APC and Faculty Councils need to agree on updated verbiage by the end of the semester, per Dr. Frank.
 - ii. APC and Faculty Council chairs, are to work with Rick Miranda to finalize new language.
 - iii. New, proposed language for Section D.11 was read aloud to the committee.
 1. D.11 Administrative Professional Council (*Last revised June 9, 1999*)
 2. The Administrative Professional Council was established by the Board in September 1992 to represent the large number of dedicated administrative professionals employed by Colorado State University. The *Administrative Professional Council Constitution* as well as the *Administrative Professional*

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Council Manual of Rules and Procedures are included in the *Administrative Operational Reference Guidelines Manual* and are available on the web or through the Office of the Vice President for Administrative Services or in Morgan Library. Changes to the *Administrative Professional Constitution* shall be subject to approval by the President of Colorado State University.

3. If an issue that affects administrative professionals is referred by the Faculty Council Chair to one of the Faculty Council standing committees for consideration, then, at the same time, it shall also be forwarded to the Administrative Professional Council Chair for consideration. If one of the Faculty Council standing committees submits a proposal that affects administrative professionals to the Faculty Council Chair, then the Faculty Council Chair shall forward that proposal to the Administrative Professional Council Chair for feedback. In either case, the Administrative Professional Council Chair should send any questions, comments, suggested changes, etc. to the Faculty Council Chair, and these should be forwarded to the Chair of the standing committee for serious consideration. When a motion is made in Faculty Council, the Administrative Professional Council Chair, as a member of Faculty Council, may speak for or against the motion and propose amendments to the motion. If a motion is passed by Faculty Council that the Administrative Professional Council finds objectionable, then they may vote to communicate their concerns and objections directly to the President. The President should then give serious consideration to these concerns and objections before deciding whether or not to submit the Faculty Council proposal to the Board for final approval. The Administrative Professional Council may also vote to endorse a Faculty Council proposal that they support and communicate this endorsement directly to the President.
- iv. Shared governance is about working with other partners, so it would be good to find language that doesn't make it such that everything is funneled through the President. It was pointed out that the current structure is such that everything goes through the President of the University now. If the President does not like it, he/she will not bring it to the board. It can be pushed right back to Councils.
- v. What about a reconciliation committee? That seems like a solution and one that Dr. Frank suggested as well.
- vi. The current language allows APs to have a strong say in something. It has always been the case that AP chair can speak up, but that has not been enough in the past.
- vii. Timing is of concern, and an infinite loophole can exist. Revisions to Section K is used as an example where timing was an issue. Other say that APC approved Section K promptly and the back and forth between councils is probably worthwhile since it is a significant issue.
- viii. It is suggested that process is the issue and not the policy as it is currently written. There are creative solutions to address the process, and that is the conversation we should be having, not one of removing APs ability to vote on issues in the manual that affect APs.
- ix. Great concern was expressed that letting go of our vote is a huge step backward.
- x. D.11 is most updated draft language. Jason Johnson was included in D.11 drafting.

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- xi. Both councils working through issues simultaneously could be a good process solution.
- xii. The wording as it stands feels like, if you do not like it, we will take your thoughts into consideration, but that is all.
- xiii. In May of 2016 the current preface language passed APC then faculty council and then Board of Governors that summer.
- xiv. Have there been cases in the last 20-30 years where something APs wanted or wanted to be considered in the manual was presented, and faculty council declined it? During Toni Lee's time as vice chair, there were instances where APs would not even know about an issue or been offered a chance to have a voice and she and the vice chair at the time would show up to faculty council meetings to find an issue being voted on. Not having a policy that requires AP approval for decisions that affect them, makes it such that APs voices are not heard on issues unless by happenstance. A policy ensures APs voices are intentionally part of the conversation.
- xv. For true shared governance, should both committees vote on each and every item? That might be too extreme.
- xvi. Sections that only apply to faculty do not need APC input, but sections that apply to both, we must.
- xvii. Tim's view is that is is not as clear-cut, where certain parts of the manual apply to one or the other. There is much gray area. Some APs teach, so does it make sense that APs should review curriculum changes? Faculty council currently approves curriculum changes with little discussion, because the UCC does such a great job before it gets to council for a vote.
- xviii. What is the sense of urgency on this matter? Where is the end of semester deadline coming from? Dr. Frank has a sense of urgency, to work this out sooner rather than later.
- xix. If the concern is to eliminate the perpetual loop, we can add language to address that versus a total overhaul. Is the faculty on board with something like that? Versus something so drastic as removing the vote? There are other issues besides the timeline. The veto power is the issue. If something comes to APC and we do not like it, so we decide not to vote on it, then faculty cannot vote on it period, until and unless APC votes.
- xx. The faculty council executive committee cannot put something on the agenda that AP refused to vote on.
- xxi. We should correct for the process that is not working, not the voice at the table. Future conversations of good faith can address this.

VII. Officer Reports

a. Chair:

- i. Professional development committee – applications were received, and all 12K of the pilot funding was awarded for the semester.
- ii. Thank you to all who volunteered for the mobile food pantry.
- iii. There are requirements in AP constitution regarding meeting attendance. Three meetings without your alternate can result in consequences.

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- iv. Reminder – as you represent APC on university committees, please share updates back to the committee. You can use the committee report form to provide a written update and/or ask to address council verbally.
 - b. Vice Chair:
 - i. The third standing committee chair retreat is coming in late April or early May.
 - c. Secretary:
 - i. No report
 - d. Treasurer:
 - i. we are on track with our budget; please keep providing receipts after you spend money.
 - ii. We are trying to be more inclusive in our meetings. The system we used today to conference Dr. Frank is the one we are looking to use for future meetings to allow for more to call in. It is hard to hear what is said on the phone from across the room. Does anyone have a star phone cord that can be used for the March meeting? A couple of people offered to look. It needs to be 25 feet long.
- VIII. Standing Committee Reports
- a. Executive Committee (Shannon)
 - b. Awards (Gretchen Peterson)
 - c. Communications (Shannon Dale)
 - d. Employment (Mary Dolce)
 - e. **Nominations & Elections (Jr McGrath)**
 - i. Executive Committee elections (see above)
 - ii. Area 15 vacancy (see above)
 - iii. General nominations needed for AP council coming soon. Please help recruit people to run for open positions. We seek diversity on Council so keep that in mind as you recruit.
 - f. Policies & Procedures (Sarah Olson)
 - g. Service & Outreach (Dawn Nottingham)
- IX. University Committee Reports (See Below)
- X. APC Initiatives Discussion
- a. 2017-2018 APC Goals – follow-up from January 2018 meeting
 - i. Since we ran out of time, we will not break into groups to discuss our goals at this meeting. Instead, each person that reported out for their respective goal breakout discussion at the January meeting is asked to email Shannon and identify themselves as the leader of that group. Shannon will then coordinate conversations amongst each group via email so that we can make some progress between now and our next meeting.
- XI. Adjourn: Shannon Wagner adjourned the meeting at 10:28 a.m.

University Committees

- Budget Area Review Committees (BARCs) (2016-2017 reps)
 - College – CoSFP – Toni-Lee Viney
 - Provost/Undergraduate Affairs/International – Chad Hoseth
 - President’s Office/Public Safety/Diversity – Ria Vigil
 - Enrollment & Access/Student Affairs/ASCSU – Matt Klein

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- Research/Graduate Affairs – Ann Bohn-Small
- Advancement/External Relations/Engagement – Melanie Calderwood
- IT/Facilities/University Operations – Farrah Bustamante
- Athletics – Toni-Lee Viney
- Campus Bicycle Advisory Committee (Steven Dove and Dave Mornes)
- Campus Safety Advisory Committee (Jessie Stewart)
- Childcare Taskforce (Alex Carter)
- Classified Personnel Council (CPC) (Karl Bendix)
- CPC Leave Sharing Committee (confidential)
- Commission on Women and Gender Equity (Caitlin Kotnik)
- Commitment to Campus Advisory Committee (Matt Klein)
- Eddy/Kuder Scholarship Selection Committee (Courtney Butler)
- Employee Appreciation Board (Barb Gustison)
- Employee Hardship Loan Committee (confidential)
- Faculty Council – APC Representative (Shannon Wagner)
- Faculty Council Committee on Strategic & Financial Planning (Shannon Wagner)
- Food Insecurities/Employee Needs Committee (Bailey Dunn)
- Grievance Panel (a pool of 21 APs who serve for 3-year terms)
- Housing Solutions Task Force (Toni-Lee Viney)
- Multicultural Staff & Faculty Network Committee (Deborah Yeung)
- New Stadium Game Day Experience (Zach Campaign)
- Parking Appeals Committee (Kay Gallatin and Anita Pattison)
- Parking Services Committee (Roseanna Bateman and Dan Banuelos)
- Period Products Task Force (Catherine Douras)
- Physical Development Committee (Edit Szalai)
- President’s Commission on Diversity and Inclusion (Keely Mendicino)
- President’s Sustainability Committee (Rick Novak)
- Strategic Plan Area Review Committees
 - Diversity (Dan Banuelos)
 - Faculty & Staff Development (Anita Pattison)
 - Infrastructure & IT (Toni-Lee Viney)
 - Outreach & Engagement (Chris Mullen)
 - Research & Discovery (Mary Atella)
 - Teaching & Learning (Kelley Brundage)
 - Access (Erin Mercurio)
- Talent Management/People Admin Performance Management Module Ad Hoc (Lynn Borngrebe)
- University Benefits Committee (Lynn Borngrebe, Jennifer Bissell, Scott Woods, and Alison Dineen)
- University Mediators (Tracy Webb, Melissa Emerson, and Katya Stewart-Sweeney)
- University Sexual Harassment Panel (10 AP’s who serve for 3-year terms)

Additional Temporary/One-Time Committees

- Catastrophic Leave Policy Committee (Melissa Emerson)

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APC Goals for 2017-2018

1. Continue to advocate for staff salary increases and other compensation and benefits options.
2. Research innovative practices and strive to find workable options for a stronger work-life integration culture on campus.
3. Increase involvement with the University Budget Area Review Committee's (BARCs) processes to ensure representation of AP interests and resource allocation related to budgetary and strategic planning.
4. Work with Training & Organizational Development (TOD) to educate APs regarding the benefits of supervisory training and reflect current program outcome data.
5. Partner with Human Resources and other campus constituents in support of creating a consistent AP evaluation system for all employees.
6. Support "green" campus initiatives by educating AP community about alternative transportation and parking options.
7. Assist with the facilitation and evaluation of a professional development award pilot program and provide feedback on future programmatic enhancements.
8. Engage and mentor alternate APC members to enhance their overall APC experience.
9. Work to enrich the diversity of APC membership through strategic recruitment and nomination processes.
10. Create a strategic plan to educate campus constituents and APs regarding the purpose of the AP Council and work to create diverse opportunities for employee engagement.

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