MINUTES
UAF STAFF COUNCIL #265
Monday, October 12, 2015
8:45 - 11:00 AM
Wood Center, Carol Brown Ballroom

I. CALL TO ORDER & ROLL CALL

A. Call to Order
- The meeting was called to order by President Faye Gallant at 8:46 AM.

B. Roll Call

Present:
Mercedes Anderson
Jessica Armstrong
Jesse Atencio
Nate Bauer
Chris Brooks
Celena Brown
Aly Englert
Susie Frei
Faye Gallant
Jane Groseclose
Melody Hughes
Connie Huizenga
Phil Jacobs

Present (cont.):
Brad Krick
Brandi Marrero
Jenell Merrifield
Sue Mitchell
Mathew Mund
Dean Ojala
Chad Oleson
Evelyn Pensgard
Jami Warrick

Absent:
Chris Beks
Kim Eames
Stacey Howdeshell

Absent (cont.)
Lesli Walls
Trish Winners

Guests & Others Present:
Mike Powers, Interim Chancellor
Brad Lobland, UAF HR Director
Nicole Dufour, Staff Council Ex. Scty.
Margo Griffith, Sr. HR Consultant
Orion Lawlor, Faculty Senate, Pres.-Elect

- Quorum was met

C. Approval of Staff Council Meeting #265 Agenda
- Approved as amended

D. Approval of Minutes from Meetings #263 (Aug 2015) and #264 (Sept 2015)
- Approved as presented

II. STATUS OF PENDING ACTIONS

A. Leave Share Resolution
- Feedback and comments have been collected on the regulation changes associated with the Leave Share Resolution. Staff Council sent this request for feedback on the final draft to Representatives a week ago. We expect the changes to be finalized soon.

B. Staff Alliance Task Force to Review "Review Process" vs. "Grievance Process" and Make Recommendations
- Staff Alliance meets tomorrow. They will discuss gathering more historical information on the grievance process before convening the committee to discuss the changes.

C. Resolution Requesting Staff Council Involvement in the Selection of the New UAF Chancellor and the Interim UAF Chancellor

- This resolution was successful. This topic will be moved to ongoing business as the Chancellor's Search. Staff Council will be meeting with the Chancellor Search consultant on Wed., Oct. 14 at 1 PM. This will be the initial consultation from which they will write the position description. The position description will be distributed as part of a national release. UAF's governance groups will each be involved in this part of the process. As Staff Council President, Faye will serve on the Chancellor Search Committee. The formal search process will begin very soon.

D. Staff Volunteer Day Proposal and Resolution

- The officers discussed the Volunteer Day Proposal with Interim Chancellor Powers and Executive Officer, Kari Burrell during PreStaff. They are looking to appoint a committee. Staff Council will be involved with this committee. The administration continues to be supportive of this project.

III. PUBLIC COMMENT (none)

IV. GUEST SPEAKER

A. Brad Lobland, Director, UAF Human Resources & Margo Griffith, Senior HR Consultant

- Margo Griffith, a Senior HR Consultant, is helping implement the new recruitment software called PageUp. PageUp will be going live in Jan. Margo will provide an update on PageUp implementation.
- Brad Lobland was present to discuss the evaluation process currently in place.
- Performance evaluations are not being completed 100% annually by all supervisors.
- Because of the accreditation process and because it is the right thing to do for our employees, performance evaluations need to be completed consistently, and in a timely manner.
- Employee evaluations are strictly developmental tools and should be used to help the employee. They recap how an employee is doing, but we sometimes overcomplicate the evaluation process.
- The current performance evaluation form, which was created in 2009, is very long. After you put in the essential functions of the position description you have 9 or 10 pages. Supervisors who have multiple employees are having a hard time completing such a long evaluation for all employees in a meaningful way. A lot of supervisors end up filling things out at the last minute, they don't remember everything from the whole year, and they struggle with what words they need to put down in a way that gets the message across but also satisfies the employee to a certain degree.
- Brad is looking at annual evaluation completion rates that are low. We need to make the form less difficult to fill out. He is proposing changes, which everyone will have the opportunity to review. He is proposing removing 'essential functions,' from the form. These are your duties. We will no longer evaluate you on your essential functions, we will instead, evaluate you on how you do your job. These 'job factors' include the quality of work, quantity of work, dependability, planning, organization, and accountability. Current evaluations have essential functions, comments and ratings, and then they have your job factors. These job factors apply to everyone on campus and everything that employees do.
- If you're not performing your job factors appropriately, your job is suffering and some of those categories.
- We need a consistent, meaningful, and easy to complete process. We will still get the same product.
- Supervisor should be doing performance evaluations daily. Weekly, supervisors should mentor and talk to their employees. Realistically, this is not happening, but we would like to make strides toward this.
- We want to provide resources and training. We also have to do efficient things and we cannot ask supervisors to do something that is over-burdensome and administratively burdensome. Brad was present to warm everybody up to this idea. He also knows that President Johnsen wants to have input on performance evaluations, these are important to him.

- Margo will be talking about the PageUp recruitment implementation, which is going to have a performance management component. Performance evaluations will be loaded into PageUp and supervisors will complete them online. Currently, we have a couple different forms and some departments are using their own forms. The majority of evaluations being submitted are using the long form created in 2009.
- PageUp will also allow for self-evaluations, which we will work into this new evaluation. Brad thinks it is important for all employees to complete these and to provide them to their supervisor.
- In order to get a good draft of a performance evaluation on paper, you need input from your employees.
- Once a few additional people have reviewed the new evaluation form, Brad will be sending it out for review and feedback. He will also be sharing it with Staff Council for review and feedback.
- Right now we do not have the ability to track performance evaluations. PageUp does provide a way of tracking these things.
- Challenges regarding self-evaluations were discussed.
- HR cannot force people to do reviews or read everything, but they can provide the tools necessary to help complete the reviews. As long as the employee has the self-evaluation in writing, at least you know you put it on paper as evidence that you communicated your successes and your weaknesses.
- They will have to work with departments and supervisors who do not do this on an individual basis.
- Brad understands that there are problems with the current system. We will have to work with some supervisors individually to let them know that there is value in evaluations and this is how you can go about completing them.
- There will be best practices available for the new system, but we have to remember that a lot of supervisors have a full-time job plus they are supervising on top of that. A lot of the issues we see are because a lot of people just don't have the time.
- The new PageUp system will be much more useful for supervisors because of the efficiencies and capabilities built into the system. This includes the ability to track an employee's performance, progress and goals. It will also make it easier for employees to get an evaluation from their supervisor. Evaluations, which right now seem to take forever to complete, will be simplified and far more efficient.
- The system is a great tool to help create efficiencies and allow supervisors to track employees, but we also need to make sure supervisors understand what it means to performance manage.
- Training on the PageUp system will be provided. It is very intuitive and an easy system to learn and use.
- The old UAKjob system has a 50 page handbook which is not searchable. The new PageUp system will bring all of the resources necessary for setting up and hiring a new employee to one location.
- Increased workload is not a reason to update a position description. It is not about the volume of work, it is about the level of complexity or level of responsibility. If people are taking on different types of tasks, that might be a time to update your position description. However, if you are just doing more work on the same things that are in your position description that would not change the rate. If staff have questions on this, they can contact their HR consultant.
- We have done things certain ways for many years that we need a new mindset to prepare for the new system. The company that were working with has been in business for many years. They come with a lot of best practices from many of the other universities they have worked with that we consider our peers.
- PageUp represents a new way of handling things for recruitment, performance management and as a training module. We still have to setup a position descriptions, but the experience for the applicant is improved. We can even utilize social media. PageUp also has an onboarding portal.
- The PageUp system will feed into banner. In the screening process, many of the screens are online, using less paper. Right now, people have to print forms.
- This will be a dynamic system that allows us to make changes. This is not possible in the current system.
- They will be asking some people in various units to help test the system. If you are interested in assisting with testing PageUp, contact Human Resources.
- There will be a large communication process for rolling out PageUp and all of its associated mechanisms.

- The main website for PageUp is: www.pageuppeople.com
- The PageUp Knowledge Portal can be found at: https://knowledgeportal.pageuppeople.com

V. OFFICERS REPORTS

A. Faye Gallant, President

- Staff Alliance meets tomorrow.
- The Board of Regents (BOR) will meet in Anchorage on Nov. 4. This will be a budget meeting. Staff are encouraged to watch the meeting, which will be streamed live. The UA as a whole has put together a budget request which will be presented to the BoR for their approval before it goes to Governor Walker.
- There will likely be some edits. We are anticipating that there will be a compensation increase for non-represented staff put forward to the BOR likely either at the rate of union employees or slightly below.
- We will then try to get this through the Legislature. There were a lot of concerns among the University leadership about parity for staff; about not losing wages and keeping pace with inflation. They don't want to lose our best employees who are mobile because they feel like they're being penalized
- This will probably continue to evolve, but at this point they are looking to include the increase.
- Faye recently met with President Johnsen. They discussed some of our concerns about compensation. They want to consider the potential of a geographic differential, which has not been revisited in some time.
- They also discussed the need for a market comparison, which has not been done in a while, to see how our employee's salaries compare to our peers in the public sector and in other public sector areas in Alaska.
- There is a need to maintain the mechanism and the ability to reward employees for good work. We need to recognize that as we as we lose numbers of employees there is a volume of savings. For example, if a department is down by one employee and they decide not to fill the position, the savings with salary and benefits are probably at least $75,000 a year. In many places that department should be able to give the remaining employees a small increase. A slight 2% increase may be one thousand dollars a year, but it might mean a lot to the remaining employees. $5000 a year for your remaining employees versus $75,000 in savings - saying that we can't afford to do these things just means we are not thinking very creatively about doing it. We need to take care of our employees who are here and who are working through the hard times. That department should feel empowered to do that if it makes sense in their budget. The narrative from the top should not be 'no, we cannot do this.' President Johnsen is very thoughtful about compensation. He will be attending the Staff Alliance meeting in Dec., along with Tara Ferguson from Statewide, to discuss compensation strategies and to provide beginning input, from his perspective, to the Compensation Working Group. Faye's meeting with President Johnsen was very productive.
  - As Staff Alliance Chair, Faye will be testifying before the Board of Regents (BOR) at their budget meeting on Nov. 4. If you have any thoughts that you would like for her to communicate, particularly regarding the University budget or compensation, submit those to Faye as soon as possible.
  - Additionally, if council is interested in passing a resolution, this can be discussed later today.
  - You can view the upcoming BOR agenda, once it is posted, on the Board of Regents website. Google 'UA Board of Regents' and the top link should take you to their homepage. Posted documents will include the budget request and budget presentation. It is a pretty lean request this year, compared to past years. The top capital priority for the University will be completing the UAF engineering building and deferred maintenance. For program requests, some are compliance based, associated with Title IX coordination, disabilities, and advising.
- The Chancellor Search Committee will be meeting with the consultant on Wednesday. This will be covered in more detail later on the agenda.

- Anyone currently serving on Staff Council can encourage someone from their unit to fill a vacant seat or to run for a seat. Faye encouraged Representatives to seek out nominations for your unit.

B. Nate Bauer, Vice President Nate Bauer, Vice President

- This is the final week of nominations for our fall election. Nominations close on Friday, Oct. 16.
- One Representative noted that they would have known a lot less about Staff Council had their former Representative not asked for someone to fill the vacant seat.
- Current Representatives in seats that are being filled this election must run for office in order to remain on Staff Council. They need to go through the nomination and voting processes. Representatives in one of these seats wishing to remain on Staff Council are encouraged to submit a nomination on their own behalf.
- Nominations close on Friday, Oct. 16.

VI. GOVERNANCE REPORTS

A. ASUAF (no report)

B. Orion Lawlor, President Elect – Faculty Senate

- Faculty Senate meets this afternoon. There is a resolution on their agenda endorsing the Statewide Transmission Team Report, which attempts to connect what occurs at Statewide with what is happening at the campuses, trying to move forward in a collaborative model as opposed to a top down approach.
- Faculty Senate has a meeting with the chancellor search consultant on Wed.
- Orion is working to broaden research participation across campus. He led a review of research across campus last year. There is huge variation among some units in terms of the number of grant proposals that go out and the number of dollars that come back in. If we could get more people who are currently not writing proposals to do so, this could be a significant source of funding for the university.
- Faculty Senate is also working on curriculum changes. The O and W (oral and written intensive courses) course designators will likely be devolved down to the department level soon. Departments will have communication plans and will be responsible for determining how to ensure their graduates can communicate. This O and W requirement is standing in the way of aligning core requirements across campuses. UAA and UAS so not have O and W courses.
- Orion asked for requests from Staff Council for Faculty Senate to work on. One suggestion was to address geographic differentials, which Faculty Senate addressed a few years back.

VII. BREAK

VIII. UNFINISHED BUSINESS

A. University Advocacy Committee - 'Staff Mentoring Interest Survey'

- The committee has contacted HR and is moving forward with the survey results.

B. Unit Representative Discussion

- In terms of what the organization wishes to do when a Representative moves to a new unit, Staff Council discussed during its last meeting that the organization wants to try to find a way to keep these individuals on Staff Council. The remaining question involves how this would be accomplished.
- Membership & Rules received fourteen responses on the survey they recently sent out on this topic. The committee will resend out the survey, as they did not feel they received a large enough response from Staff Council Representatives to move forward in making a decision.
- After the survey goes out a second time, the committee plans to move forward with the results at their meeting next week. Please give feedback to this committee so that we can continue to work on this issue. If you already filled out the survey, you do not have to fill it out a second time.

C. Staff Council Calendar Update

- We have received approximately twenty photo submissions for the 2016 Staff Council Calendar. Representatives will begin voting later this week to select the final photo. We have yet to determine if we will be printing calendars this year, or if we will only have a digital calendar. Voting is only open to Staff Council Representatives.

D. 'Types of Employment' Policy Changes - Temporary Employees Impacted

i. Attachment 265-7: Q&A with Erik Seastedt, CHRO from The Statewide Voice, Sept. 30, 2015

- Staff are strongly encouraged to read the attached Q&A and make sure that your units see this as well. There are some pretty serious implications. The biggest is probably the break in service required for temporary employees. The old required break in service was ten days before your next temporary job. Now, the required break in service is 120 days before a temporary employee's next reappointment to temporary employment. Employees may not be expecting this. This is meant to help remedy bad hiring practices. If someone is a temporary employee and they are hired repeatedly as a temporary employee, then that person should not be a temporary employee without benefits. They should be a term funded or regular employee with benefits. This change will prevent the system from taking advantage of these employees.
- We want to stress the communication piece on this, as we have not seen much from Statewide HR about it. We need to make it really clear to those employees who may be impacted by a much bigger gap.
- This was driven by complying with regulations, including those associated with the Health Care Act.
- We previously discussed other issues affecting term funded employees, including the notice period for a contract that was not going to be renewed or extended. We may want to get something into Policy, at least at UAF, but preferably at UA from the Board of Regents, regarding notice to no renewed term funded staff.
- It is unclear how these changes may impact employees who have come back to work for extra income, after being retired, since they cannot get benefits because it would affect their retirement.
- If as this is rolled out and we see problems, we may be able to submit feedback to suggest adjustments.

E. Committee Representatives

i. Staff Alliance – Staff Health Care Committee (SHCC)

- We have two open seats on SHCC, one representative seat and one alternate seat.
- SHCC is a Staff Alliance committee. It appears as though Staff Alliance did not do the best job of using this committee as a resource and the committee did not meet as regularly as it should have over the past year. They plan to be more engaged with this committee over the next year. If you are interested in serving on this committee or you want more information, contact Faye, Nate, or the Staff Council Office.

IX. INTERNAL COMMITTEE REPORTS

A. Elections – Brandi Marrero, Chair

i. Attachment 265-1: October Committee Report

- Nominations are open and will remain open through Oct. 16th. There will be a two week break following nominations to vet candidates. Voting will open Nov. 2. Please continue to keep nominations coming in. Don't forget to nominate yourself if your seat is up for reelection.
- An email reminder about nominations will go out later this week.

B. Membership and Rules - Trish Winners, Chair

i. Attachment 265-2: Oct. Committee Report

- The committee is continuing to work on the survey discussed earlier in the meeting.

- The committee also has an initiative, being worked on by Mathew Mund, to craft a description of the roles and responsibilities of Staff Council members that can be given to new Representatives.
- They continue to work on the reviewing the bylaws and unit compositions. They decided to push these reviews off until after the election.

C. Rural Affairs - Chris Brooks, Chair

i. Attachment 265-8: Oct. Committee Report

ii. Next Meeting: This Wed., 2 PM.

- The committee has no news since their last meeting.
- The committee lost two of its members who are no longer with the university. If anyone is interested in joining Rural Affairs contact Chris Brooks.

D. Staff Affairs – Jane Groseclose, Chair

i. Attachment 265-3: Oct. Committee Report

- The committee had poor attendance at its last meeting. If you are a member of this committee and cannot make a meeting or the meeting time will not work for you, please contact Jane. If attendance is a problem they can figure out another meeting time.
- They discussed their ongoing concerns with performance evaluations, staff morale, and other staff concerns. The committee is interested in having either Brad Lobland or Margo Griffith from UAF HR attend one of their meetings to discuss some of these concerns.
- The committee did not feel it was appropriate to come up with action items due to the low attendance.

E. University Advocacy – Jami Warrick, Chair

i. Did not meet

ii. Next meeting: Tues. Oct. 13, 10-11 AM

X. STAFF ACHIEVEMENTS AND HIGHLIGHTS

i. UAF Staff Council – Personal Safety Leave

- Two weeks ago was the first use of our personal safety leave. Leave during weather events has been a problem since 2008 or 2009. Since then, Staff Council successfully encouraged changes to address this.

ii. UAF Power Plant Staff

- There have been issues with one of the large turbine engines at the power plant. One staff member did research and found a new technology that was in use. He did the leg work, the contractor came up and they changed things over just in time for the last weather event. The kinds of hits that we took during that storm would have required extensive repairs had this new technology not been in place.

iii. Kristen Timm, Science Communications Lead SNAP and Alaska Climate Science Center

- In March, as part of the US's Chairship of the Arctic Council, there will be series of science conferences called Arctic Science Summit Week. There are a number of people in IARC and on West Ridge who are doing work, on top of their normal work duties, to ensure that these conferences go off well. Kristen Timm is one staff member that has put in an extremely large amount of time and effort on this project. She is spearheading the organization of this event. Within the coming weeks and months you will begin to see more promotional information about the conference.

iv. Diana Campbell, GI

- Scientist from all over the world were attending the Chapman Conference at the Wesmark during the

recent snowy weather. The power went out at the Westmark and they could not continue holding their weeklong meeting there. Diana Campbell came in on the snow day and arranged for the meeting to be moved to UAF for the day. In about three hours she had busses lined up to transport people, the room arranged and food available. They were able to continue their meeting on Wed. afternoon. The scientists who were attending the Chapman conference were even able to take their picture in front of the Chapman Building, which is named for the same scientist.

XI. CHANCELLOR'S REMARKS

- Three months before Chancellor Rogers left, Core Cabinet asked him what they would needed to get from him while he was still here. This resulted in a list of roughly 200 projects. When Interim Chancellor Powers cam in, they had identified another top 5 projects in each Vice Chancellor area which needed to be addressed. Interim Chancellor Powers asked Cabinet what he could do in his time here to advance some of these projects that began under Brian Rogers, who was an incredible leader.
- Last Saturday they narrowed down the list of 200 projects to the top 25 or so that need to be addressed during Interim Chancellor Powers' time at UAF. He intends to keep these issues in front of faculty, staff, and leadership with specific metrics to measure progress during this period. In the future there will be a scorecard that interim Chancellor Powers can use to report back on.
- The following are the top 26 projects that Interim Chancellor Powers will work on during his time at UAF:
  **Project leads are marked as: (Project Lead), following the project name*
  1) To be fully compliant with Title IX as a university (Interim Chancellor Powers)
     a. You will first start to hear things relative to a town hall meeting. The Green Dot Program, championed by Keith Mallard, is impressive and will be important component of our efforts. This is largely driven to the student population, if we can take this on as a community focus, this could be a great thing for the university.
  2) State funding advocacy (Mike Sfraga, Vice Chancellor, USA)
  3) Federal funding and advocacy and tracking federal funding (Larry Hinzman, Interim Vice Chancellor, Research)
  4) Secure funding for Engineering Building (Kari Burrell, Vice Chancellor Admin. Services, and Ex. Officer)
  5) FY17 budget development, (Susan Henrichs, Provost)
  6) International Arctic Initiatives - to continue to position UAF as arctic leader (Mike Sfraga, Vice Chancellor, USA)
  7) Arctic Research initiatives including Arctic Science Summit Week (Larry Hinzman, Interim Vice Chancellor, Research)
  8) Arctic Initiatives relative to Artic Indigenous people - headed by (Evon Peter, Vice Chancellor, Rural, Community and Native Education)Private Donor development - this is an area that was fascinating - Brian Rogers headed up an effort in 7 years that raised over 100 million dollars.
  9) Fill key leadership positions - including chancellor (Interim Chancellor Powers) (Kari Burrell, Vice Chancellor Admin. Services, and Ex. Officer, will head up search for permanent chancellor)
  10) Marketing and Communication related to the various campus supporters, advisory committees, alumni groups, student groups - a whole host of bodies that have an advisory capacity and we want to keep these engaged.
  11) Advancement of the Chemical Engineering program - securing funding and launching program (Susan Henrichs, Provost)
  12) E-learning and expanding online offerings (Susan Henrichs, Provost)
  13) Employee engagement and moral (Kari Burrell, Vice Chancellor Admin. Services, and Ex. Officer)
  14) Undergraduate recruitment (Mike Sfraga, Vice Chancellor, USA)
  15) Undergraduate retention (Susan Henrichs, Provost)

16) Special program review as we struggle with budgetary constraints (Kari Burrell, Vice Chancellor Admin. Services, and Ex. Officer)
17) Funding UAF's $800 million in deferred maintenance UAF (Kari Burrell, Vice Chancellor Admin. Services, and Ex. Officer)
18) Tribal college partnerships (Evon Peter, Vice Chancellor, Rural, Community and Native Education)
19) Statewide transition recommendations and how this could impact UAF (Kari Burrell, Vice Chancellor Admin. Services, and Ex. Officer)
20) Indigenous knowledge in studies increasing capacity of indigenous programming from certificate to PhD level (Evon Peter, Vice Chancellor, Rural, Community and Native Education)
21) Siquliaq - we need to keep busy in order to keep this contract when it comes up (Larry Hinzman, Interim Vice Chancellor, Research)
22) Campus safety - includes Green Dot, active shooter protocols, etc. Our active shooter protocol will be updated
23) Academic program review, especially low enrollment, high cost areas (Susan Henrichs, Provost)
24) Campus aesthetics (Interim Chancellor Powers)
25) Vet med program - building program (Susan Henrichs, Provost)

- Interim Chancellor Powers will create a scorecard to keep everyone updated on how things are progressing.

Campus Aesthetics

- He wants to create and demonstrate a culture of support and a culture of taking care of one another with everyone helping out. One way we can do this is by being engaged with litter.
- He presented a call to action - when people are walking across campus and there is litter on the ground or chairs are in disarray, help correct the situation to create a culture where we take care of everyone. This is all part of building a community. He is a strong believer in winter scaping.
- They have not worked out the plan for campus aesthetics, but Interim Chancellor Powers will continue to discuss this topic with Faye and Nate as the project moves forward.

Budget Process

- They are in the process of reinstituting the Planning and Budget committee. This committee will be named shortly. The Vice Chancellors will propose targets that they will present to the Planning and Budget Committee. Interim Chancellor Powers will likely have target dates for the committee in early Nov. We will aim for a mid-spring final budget that will go to the core council for ultimate approval.
- Faye requested that Staff Council has a seat on the Planning and Budget Committee. Interim Chancellor Powers said that this was a good suggestion and he thinks this will likely occur.

Campus Safety

- A suggestion was made to include suicide in campus safety since we are more likely to see suicide on campus than an active shooter. We have already seen suicide on campus involving guns. Looking at how to prevent these types of incidents and identifying available resources.
- A suggestion was made to include something called 'SOS,' 'See it, Own it, Solve it,' in terms of safety on campus. Campus ownership is very important.
- With recent events around the country, UAF is updating its active shooter protocol..

Grievance Policy

- Concern was raised regarding the removal of the Grievance Policy. To review, when the layoff policy was recently changed, it was done very quickly because they were changing the notice period for layoffs for exempt employees from six months down to 90 days. This was done as an emergency effort in order to have it in place for this fiscal year. At the time HR were anticipating a higher number of layoffs in the coming years, so they were attempting to streamline the process by removing the grievance process and putting in a review process, which has fewer teeth, potentially, and left employees very concerned. At the system level, Staff Alliance is beginning to look at this, but this is also a concern for UAF staff.

- It is unclear what this review process looks like, how it is used, and how it changes staff members' rights.
- Going back 10 – 15 years, there used to be an extensive grievance policy, but this was eliminated.
- Interim Chancellor Powers will become more familiar with this issue for further discussion.
- Faye noted that Staff Alliance was moving very slowly with their work on this grievance / review process review, that this might be something Staff Affairs is interested in taking up this issue from a UAF perspective to look at the following:
    - What we used to have
    - What is currently in place
    - What we have lost
    - What we would like to have
- This could come up from Staff Affairs to UAF Staff Council for formal action, it could then be forwarded to Staff Alliance for consideration. It may be useful to have this addressed at UAF to see what is happening on the ground level.

XII. NEW BUSINESS

A. Staff Council Meeting Time

- Based on discussion and an informal poll, Staff Council meetings will be extended by fifteen minutes. The new meeting time will be from 8:45 – 11:15 AM, for the next few months.

B. UA Statewide Transformation

i. **Attachment 265-9: Preliminary Recommendations from the Statewide Transformation Team (9/29/2015)**

ii. **Feedback can be submitted at:** www.alaska.edu/swbir/transformation-team/feedback-form

- The UA Statewide Transformation Team Preliminary Report is attached in its entirety. The agenda also has the link for submitting feedback. We will send out a Google form to collect feedback from Staff Council Representatives. We can do a resolution with online voting, as there is a quick turnaround for submitting feedback to President Johnsen.

XIII. ANNOUNCEMENTS

A. Staff Council Meeting with Chancellor Search Consultant, Wed., Oct. 14

- 1 PM, in Signers' Hall Rm 330 (Chancellor's Conference Room). There will also be a call-in number available for people who cannot attend in person. The number will be emailed to Staff Council members later today.

B. Round Table Discussion

- Please be aware that any comments made during round table discussion are not officially on the record. If you have something to report that needs to go on the record, please indicate this before round table discussion begins.

XIV. INTERNAL AD HOC COMMITTEE REPORTS

A. Performance Evaluation Joint Campaign Ad Hoc Committee

– Did not meet. Faye will follow up on this item.

B. RISE Board Staff Sustainability Fee Ad Hoc Committee

- RISE Board wants to know, if they setup payroll deduction, if Staff Council would let employees know about it. They are able to come to public comment at any Staff Council meeting and present the information. Any group is welcome to participate in public comment. Staff Council will not take a formal opinion advocating for any one cause or group over any another.

XV. EXTERNAL STATEWIDE COMMITTEE REPORTS (written only)

A. Staff Alliance- Staff Health Care Committee – Lesli Walls; Kim Eames; David Bantz, Alt; Stacey Howdeshell, Alt

- SHCC is planning to meet soon. They are currently trying to identify all committee members. Once the membership is set they will begin scheduling meetings.

B. Staff Alliance Compensation Working Group – Faye Gallant, Chair; Brad Krick, Janine Smith, Mike Cox

C. Staff Alliance Task Force to Review "Review Process" vs. "Grievance Process" and Make Recommendations – Did not meet

XVI. EXTERNAL UAF COMMITTEE REPORTS (written only)

A. Accreditation Steering Committee - On Hiatus

B. Chancellor's Advisory Committee for the Naming of Campus Facilities - Jesse Atencio

C. Chancellor's Diversity Action Committee (CDAC) – On Hiatus

D. Chancellor's Planning and Budget Committee - Chris Beks, Rep; Juella Sparks, Alt

E. Fresh Air Campus Challenge Committee – Brad Krick, Rep; Sue Miller, Alt

i. Attachment 265-6: Oct. Committee Report

F. Master Planning Committee (MPC) – Brad Krick, Rep

i. Attachment 265-5: Oct. Committee Report

G. Meritorious Service Award Committee – Connie Huizenga, Rep

H. Parking Advisory Committee (PAC) - Representative Needed

I. People's Endowment Committee – Jessica MacCallum, Rep

J. RISE Board – Ian Olson, Rep

K. **Staff Appreciation Day Planning Group – Ashley Munro & Maria Russell**

L. **Sustainability & Dining Committee - Mathew Mund, Rep**

i. Attachment 265-4: Oct. Committee Report

XVII. AD HOC COMMITTEE REPORTS (written only)

A. Training & Employee Development Working Group Update - Jessica MacCallum

XVIII. ROUND TABLE DISCUSSION

XIX. ADJOURN

- The meeting was adjourned by President Faye Gallant at approximately 11:15 AM.

Elections Committee Report – Oct. 2015

Submitted by Brandi Marrero, Chair

I took over as chair for the elections committee at our meeting on Friday 9/18. We anticipate opening the nominations on Monday October 5th – Friday October 16th. Once nominations are in I will assist Nicole (if needed) with vetting out candidate accuracy and collecting forms. Phil is working on the software, mapping, and TKL by unit for rolling out the electronic nominations based on the program written for past elections. After nominations are collected there will be a short window where our committee will debrief and prepare for the voting period.

9/22/2015	**Membership & Rules Committee Report**	Action Item Date/Owner
	Roll Call - Jessica MacCallum, Brad Krick, Mathew Mund, Trish Winners; quorum met.	
	Trish will create a rough draft of survey in Google Sheets with options for retaining SC Members with Unit Changes, and notify M&R Committee to review/suggest edits. Once approved by group, Trish will create Google Form for SC Members to vote on at Oct 12 meeting. Include "Impacts" statements for each option (Simple - 1 bylaw change; Complex - Multiple Bylaws Changes required, etc.)	T. Winners / Rough to M&R, Final emailed to SC reps.
	Unit Changes Requested - Discussed Collaboration Idea with Group; Trish will write up summary of discussion and post in Unit Review Folder, email link to M&R Committee to review/suggest edits.	T. Winners
	Specific Unit Change Request - Mathew will continue work with on the affected units, will talk with requester for details on goal.	M. Mund
	SC Meeting Summary - Samara's template was saved in the Meeting Notes folder of M&R's Google Drive. Brad shared his SC Meeting Summary from 9/14. Aly put into Samara's format and sent to Nicole to distribute.	A. Englert
	Mathew discussed the goals for having a Roles, Responsibilities & Expectations (RR&E) document for Staff Council Reps. He is developing a rough draft and will share it with the M&R Committee for review / input.	M. Mund
	The end of year M&R Annual Report - 2015-2016 for our team's successes is ready for input. The goal is to populate with our successes all year instead of trying to remember them at the end.	T. Winners
	Next ParliaMinute - Waiting till late October	J. McCallum
	Action Items:	
	Update Motion Log - Section V changes motion passed SC Council 9/14	T. Winners
	Update Motion Log - Section III changes motion passed SC Council: DONE	B. Krick
	Prep for Bylaws Review - Section VI, VII, VIII	S. Taber
	Important Dates:	
	Next SC Executive Board Meeting: 9/30	
	Committee Reports due: Oct 2	
	Next Staff Council Meeting: #265 - 10/12	
	Next M&R Committee Meeting: 10/20	
	Future Staff Council Meeting: #266 - 11/9	
MEMBERS:	**Trish Winners (C), Jessica MacCallum, Brad Krick, Samara Taber, Aly Englert, Mathew Mund**	**6**
	Where M&R Spells Fun!	

UAF Staff Council
Staff Affairs Committee
09/21/2015

Call to Order: 3:00 pm Rasmusen Kayak Room

Current/Ongoing Business:

Leave Share Resolution – Removed from future itineraries because it is signed and resolved.

Staff Performance Evaluations

> Continue Discussions. Explore ways to keep this topic alive, possibly work into morale discussion. Compile an understanding of related HR processes. Consider compiling communications for supervisors and staff, "what works, what doesn't," awareness, etc.

Staff Alliance Task Force to review "Review Process" Vs. "Grievance Process"

> Vacant seat – Jane will follow up, perhaps serve at UAF representative.

Staff Matching of Sustainability Fee – Removed from future itineraries because we believe the initiative was rejected by the ad-hoc committee.

New Business:

Overburdened Staff

> There seems to be a university-wide issue of overburdening of staff due to the funding situation. Staff members are leaving the institution because they are being asked to do more work than they can reasonably accomplish. Some employees are compensated for their additional workloads and some are not. We want to continue this discussion. Possibly survey staff regarding their perceptions of workloads.

Related Morale issue

> We've discussed that morale is also a rising issue related to both performance evaluation and overburdening of staff. We would like to continue discussions regarding the morale issues, and consider how they can be addressed.

Sustainability in Dining Committee Report – Oct. 2015

Staff Council Rep: Mathew Mund

Committee Report:

Overall the committee is starting anew with the new dinning contractor.

This is the main projects the committee is coring on are:

- Composting – Shredder was sold and need new shredder to make it possible to use current compost on UAF flower beds. Currently UAF Grounds has to purchase compost and a shedder would allow UAF to produce larger volume of compost and in turn purchase less. The shredder would be around $17,000 and be a cheaper option then purchasing a full compost system (around $300,000). Composting would be limited to what can be composted outdoors in Alaska, no bio plastics. UAF currently composts only pre-production (waist before food is cooked) no post food, will look into composting coffee grounds. The committee is seeking partnership with Chartwells, Dining Services and Student Sustainability grants to purchase a shedder or pursuit of a different composting system.
- Ensure students and employees are aware of 25% Discount for using reusable mug when purchasing beverages. Hope to do this with signage where this option is available.

The committee is looking to build a conversation between staff council and issues the committee is looking at. They are eager to see how our two groups can help support each other missions.

Master Planning Committee
Report for Staff Council Meeting #265
October 2015

Brad Krick, Representative; Alternate Not Filled

MPC met on September 24. The group discussed:

Taku Parking Lot Trail:

The trail from the Taku Parking Lot that heads up toward Tanana Loop and Harwood Hall. This used to be a non-motorized trail but it was widened in 2014 for use by the Taku Shuttle while Tanana Loop was closed for the Engineering building construction. The Taku Shuttle was suspended in Fall 2014 and Tanana Loop, but the path is still being used by motor vehicles. MPC moved and passed a motion to make the trail open to only non-motorized use again.

Tanana Loop Open to Traffic:

Tanana Loop re-opened on September 26. The road has been narrowed slightly around the curve as a traffic calming measure (speed bumps were considered, but discounted because of the possibility of damage to vehicle suspensions).

Engineering Building Update:

The Engineering building is done for the time being. The shell is complete but none of the interior is installed except for the student study area in the lobby. The building will be open to foot traffic coming from the Alumni Drive staircase and crossing through to the Cornerstone Plaza.

Proposed Fire/Police Station Update:

The committee received an update regarding the proposed fire station, police station, and training center. UAF's master plan includes building a new fire, police, EMS, and training center located on the old Fairbanks St road and part of the Tanana lot just south of Tanana Loop. Soil work done at the site found poor soil at the proposed location of the apparatus bays, so the plan has been rotated 90 degrees to place the bays on better ground. This is a project that is dependent on capital funding, and could easily be 2 - 5 years from start.

MPC met again on October 8, too close to our meeting to update this report.

MPC is scheduled to meet next on October 22.

Fresh Air Campus Challenge Committee
Report for Staff Council Meeting #265
October 2015

Brad Krick, Representative; Sue Mitchell, Alternate

FACC met on September 17. The group discussed:

- How to best get announcements out to all users. One member of the committee reported that students were unaware of the coming tobacco-free change. The committee discussed sending out another announcement via Students-L or the Cornerstone. We're also preparing a banner for display in the Wood Center.
- Campus signs are still in-progress, but door stickers have been ordered. The plan so far - although it may change between now and Dec 31 - is for a mix of permanent signs at some locations around campus and door stickers on every door.
- The ash trays will not be removed until the campus goes tobacco-free on December 31.
- The American Lung Association provided gum and trail mix to UAF for use as gifts to give to tobacco users. Residence Life is particularly interested in having these items to give out to students and has requested more gum and trail mix.
- Great American Smokeout is November 19.
- Alaska's Tobacco Quit Line offers free gum & patches, but is limited to Alaska residents. The committee considered whether or not that would prevent non-resident students from taking part in the program. We were not sure, but assume that if a student provides an Alaska mailing address, they will be eligible.
- The UAF Health & Counseling Center can also provide some quit services that are covered by the student health fee. Similar resources are available through the employee health plan.

FACC met again on October 1. Both Staff Council's rep and alternate were unable to make the meeting.

FACC is scheduled to meet again on October 15.

The Statewide Voice

University revises types of employment, temporary employees impacted

Q&A with Chief Human Resources Officer Erik Seastedt

The Board of Regents approved a total of three word changes to policy describing types of employment during their September meeting, including broadening the scope of casual labor from an emergency basis to as-needed. These simple changes were all that were needed at the policy level to accommodate new regulation changes redefining five types of temporary employees and updating nearly 25 pages of Chapter 4 regulations. In order to provide a little more insight to the scope and impact of those regulation changes, Public Affairs sat down with Chief HR Officer Erik Seastedt to ask a few questions.

There are five types of temporary employees in the UA system. How is each affected by these regulation changes?

Student
Student employment is unaffected except some may be eligible for employee health care under the Affordable Care Act (ACA) if determined to have worked an average of 30+ hours per week for UA. No service breaks are required.

(Example: a student who works the spring semester in a student job, and works seasonally full-time plus overtime, could be eligible for employee health coverage when they return in the fall if their six-month average employment, even if in different job positions, exceeded 30-hours a week.)

Seasonal
Full time seasonal workers must demonstrate their seasonality by now having a six-month break between seasonal assignments.

Casual
This classification was revised to reflect "as-needed" employment instead of emergency employment. We do expect the greatest growth in this category where an employee must be employed less than 15 hours per week OR 750 hours per year. No service break is ever required unless hours exceed the 750-hour threshold.

(Example: both an employee working full-time for 18 weeks a year and an employee working less than 15 hours per week year-round can be casual employees.)

Temporary
These non-benefitted employees work 15-29 hours per week and will now require a break between temporary assignments of 120 days after 18 months of employment, increased from the previous 10-day break after 12 months.

Extended Temporary
These employees will now be eligible for health insurance immediately instead of after a six-month waiting period. They will continue to accrue sick leave, but will no longer accrue annual leave or receive holiday leave. Employees in this category are, upon hire, expected to work 30 hours per week or more. Temporary employees may also become extended temporary as a result of actual hours worked over a six-month lookback period. Extended temporary employees will be required to take a 120-day break in service after 18 months.

Aren't adjuncts temporary employees? How are they affected?
Indeed, adjuncts are temporary employees. However, different rules apply due to the nature of their retirement plan eligibility and union contract. Adjuncts who are determined during a lookback to have worked more than 30 hours per week over six months will be offered health coverage. However, because they are also covered by a collective bargaining agreement, they would not be eligible for sick leave accrual. Additionally, the 120-day break in service does not apply to adjuncts.

Can you provide some context on why the university is making these changes?
There are multiple factors driving these changes: recommendations and increased scrutiny from the State of Alaska Division of Retirement; obligations under the federal Affordable Care Act; and a need to make sure temporary employees are being hired for truly temporary positions, not being repeatedly re-hired as a temporary employee into what should really be a regular position.

Retirement Benefits and Temporary Employment
The number one motivation for re-defining temporary employees is protecting the retirement benefits of rehired retirees who return to work at the university as temporary employees. The state continues to pay retirement benefits to eligible employees working in temporary positions. Those temporary employees who are earning retirement benefits, and are just working to supplement that income or to keep engaged in the university, must meet the unique restrictions of their retirement plan in order to avoid the risk of being penalized. A retiree in a regular position cannot receive retirement benefits and must also contribute to the retirement system.

While the state does not itself define what constitutes a temporary position, a 2011 audit of the university by the Alaska Division of Retirement included a recommendation to make a greater distinction between regular and temporary employees. Extending the break in service to 120-days after 18 months' employment clearly distinguishes "temporary" employees from regular employees many of whom work on 9-month contracts. Retirees working less then 15 hours per week, as defined in the newly revised casual employee category, are not considered retirement-benefit-eligible by the state. They can still draw retirement benefits and are not required to take a break in service unless exceeding 750 hours a year.

Affordable Care Act
Under the Affordable Care Act (ACA) any employee working more than 30 hours per week must be offered health coverage. Over the past five months, a series of six-month lookbacks at service hours over the past year identified around 230 temporary UA employees who met that criterion who now must be offered health coverage. It is unclear how many will choose to accept the coverage, but many of those who are eligible will be re-classified as extended temporary employees. The ACA was also the main driver behind eliminating the 6-month wait period for health coverage for extended temporary employees, as an employer is required to offer coverage at hire if it is reasonably projected that the employee will work 30 hours or more per week annually.

Temporary Positions For Temporary Jobs
The final reason for the change is to tighten up hiring practices and make sure that temporary positions are only being created for truly temporary jobs. Keeping an employee in a temporary position with no benefits and simply re-appointing them year after year using the

loophole of a two week break instead of placing them in an actual regular, benefit-eligible, part-time position is unacceptable to us and to the retirement system. If a department cannot manage with the 120-day break between temporary assignments, it is a good sign that the position should not be classified as temporary in the first place.

It's a big jump to go from 10-days to 120-days break between service appointments. How many currently employed temporary employees are going to be impacted by these changes?
As of Sept. 23 there were 30 extended temporary employees in the system. In addition, as many as 650 temporary employees will have to reduce

hours or take a required break in service.

When will these regulation changes go into effect?
On Dec. 13, 2015 the Regulations are final and the 18-month clock will begin. Current Extended Temporary employees will be paid out any accrued annual leave and will receive that pay in the paycheck deposited on Christmas Eve. In the meantime, Statewide HR is creating new queries for tracking these employee types and continuing to conduct lookbacks to determine health plan eligibility under the Affordable Care Act.

What will be done to communicate with those effected?
Campus human resource offices will be reaching out to their affected employees and I will be contacting affected employees at Statewide.

What do supervisors who regularly hire temporary employees need to know about these changes?

The biggest change is that supervisors never worried about benefits for temporary hires until six months or 1,039 hours had passed, now they need to make sure that any new hire that will be working more than 30 hours a week gets down to their local Human Resources office to sign up for the health plan if they want it. This will be particularly important to the employee since all extended temporary employees are deemed as opting out of coverage unless they specifically contact their local human resources office to enroll.

Temporary employees who are also benefits eligible will eventually raise costs through changes in the benefit rate charged, so supervisors also need to keep that in mind for the long haul.

There also may be departments that need to reclassify positions to create a reduced-contract regular position instead of a temporary one. Any supervisors in this position are encouraged to talk with their regional human resources department.

How can I find out more about these changes?
In the coming months I will hold forums, create and distribute FAQs, and am always available to answer questions, speak with a group or otherwise answer the questions of the university community.

30 September 2015, Wednesday 13:31

Rural Affairs Committee Notes – Oct. 2015
Submitted by Chris Brooks, Chair

Roll Call: Evelyn, Chris, Mercedes, Stacy

Agenda Items

We will experiment using Google Hangouts in our meeting on 10/14. Future meetings via Google Hangouts may change depending on rural site connectivity. We are inviting other Staff Council Members to join if they would like to test.

Sikuliaq: While the crew is at sea, communication is limited. Crew are paying out of pocket and not receiving timely reimbursement.
Documentation tends to be late (for both submitter and processor); missing receipts for food, equipment, lodging, toiletries, etc.
Are there ways that we can facilitate better communication to improve processes?
Soliciting more information from crew / others.

Video Conference:
Departments/VCS are discontinuing units around the state. We are holding conversations concerning any potential impact on Rural Campuses.

Transforming the University of Alaska's Statewide Office

Statewide Transformation Team Report
Submitted to
President Jim Johnsen

September 2015

Team members:

Bruce Schultz, UAA Vice Chancellor of Student Affairs

Rashmi Prasad, UAA Dean College of Business and Public Policy

Nettie LaBelle-Hamer, UAF Associate Vice Chancellor for Research, Director Alaska Satellite Facility

Julie Queen, UAF Director Office of Management and Budget

Michael Ciri, UAS Vice Chancellor Administrative Services

Maren Haavig, UAS Assistant Professor of Accounting, Senate Faculty President

Carla Beam, UA Vice President University Relations, President UA Foundation

Michelle Rizk, UA Chief Strategy, Planning and Budget Officer

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I. The Case for Change

The University of Alaska's Statewide (SW) office exists to provide leadership, broad policy and strategic direction, and a certain level of support to the three universities in its system. An effective SW entity will be lean, smart, and valued for its service. It will demonstrate clarity with regards to its purpose and system-level strategic direction, foster collaborative decision-making, and help to ensure resources invested in the system are strategically applied.

In March 2015, President Gamble established the SW Transformation Team (SWTT) to review the SW office programs and services and make recommendations to ensure SW work is tied to its essential purpose, efficient in use of resources, and effective in delivering results. (See Appendix.)

This report identifies SW's essential roles, provides broad analysis of structural, cultural and management issues that will be important for UA's new president and his leadership teams to consider, and it makes recommendations for specific changes to functional areas.

The recommendations involve a mix of reductions in functions or positions, changes in the work being done, and changes in work effectiveness. Some observations are focused on specific cultural improvements and customer service. The size and work of SW staff has evolved over time. Healthy levels of state funding and ongoing institutional growth, among other conditions, have led it to where it is today.

It is important to note that this review was not commissioned primarily as a budget exercise. The current fiscal climate; the changing education environment in Alaska and nationally; and changing expectations of students, policy makers, and the public made it imperative to transform SW to deliver a strong and sustainable set of core services and functions in support of the entire UA system. That said, certain efficiencies will generate budget impacts at SW and at the universities.

II. Purpose and Scope of Work

The team identified four essential roles for SW and distinguished areas of accountability that are the responsibility of the system's three universities.

The four essential roles of SW are:

1. ***External Relationships*** : serving as Board of Regents (BOR) support and a single system voice when needed

2. ***Compliance***: providing legal interpretation and system-level risk assessment

3. ***Steward of Shared Strategic Resources:*** overseeing assets such as non-educational lands, the UA network, and the consolidated endowment

4. ***Leadership, Governance and Strategic Vision:*** establishing system-level strategic direction, fostering collaboration to achieve UA mission, and leadership to address conflicting objectives

The universities are responsible for:

1. Direct services to UA components (students, faculty, staff, facilities)
2. University functional operations and transaction processing
3. Maintenance of data that supports individual universities and UA as a whole

The review process described in the next section led to four general recommendations which were applied after reviewing each functional area. These were:

1. Move the function to one (or more) of the system's three universities
2. Restructure the function within SW
3. Modify the function, services and/or positions (may require moving remaining services to a university or another functional group at SW)
4. Maintain current function at SW

Review Process:
The Statewide Transformation Team was formed intentionally, taking into account representation, individual attributes, and collective knowledge and experience. It includes two members each from SW and the three universities. Each team member has the following attributes:

- ability to balance analytical skill with action-orientation
- strategic and creative thinker
- collaborative
- big picture perspective - sees needs of entire system and UA's impact or potential impact on Alaska

Collectively, the team has experience in business and organizational planning, institutional reorganization, process change and improvement, and delivery of services needed to support higher education. Team members are listed on the cover page of this report.

The team's work started with research, reviewing past reports including the Fisher Report (2011) and MacTaggart/Rogers Report (2008). It involved an analysis of the functioning and structure of UA SW as compared with appropriate peer university systems and included interviews with key SW leaders, leadership at the three universities, and leaders at the peer comparator institutions. SW functional leaders were asked to review their areas, providing information on primary functions, changes in staffing and budget between FY11 and FY15, the basis for their function's existence (e.g. policy, Federal or State regulations and laws, accreditation requirements), impacts of not doing the function, and recommendations on improvement or change to the function. SW governance solicited input from staff on efficiencies and improvements. Finally, the information gathered from functional leads was assembled into a functional organization chart and further feedback solicited. (See Appendix).

In addition to reviewing key functions, roles, and staffing levels, the team identified other important areas through which to understand and assess the structure and functioning of SW. These included:

1. ***Organizational culture and management mindsets***: Do the shared values, norms and management mindsets of SW staff reinforce a service culture in meeting the needs and

priorities of the universities and working collaboratively with them to establish rational system-level policies?

2. ***Decision-making processes and levels***: Does SW function in a way that supports clear and effective decision-making and execution at the universities?

3. ***Informational model***: Does SW enable an informational model which optimizes decision-making, delegated to appropriate levels in the context of shared governance at the three universities?

Observations on Organizational Culture, Management Mindset and Decision-making:
A prevailing observation that emerged from discussion with SW leadership, university leaders, governance, and team members' anecdotal experiences was the lack of clarity on the part of a majority of SW functional leaders regarding SW's essential purpose. In fact, the absence of a SW mission statement was noted by the team.

When functional leaders were asked to speak to their function's purpose, the dominant response was "compliance." Few made mention of serving the system's three universities and nobody connected to the broader mission of the UA system. *(The University of Alaska inspires learning, and advances and disseminates knowledge through teaching, research, and public service, emphasizing the North and its diverse peoples.)*

This lack of clarity has resulted in:

- absence of a shared purpose within SW
- silos, both within the SW office and between SW and the three universities
- lack of clarity with regard to decision-making – who has responsibility and authority, who should be consulted and informed (RACI) – this will require a review of formal and informal governance groups and how they interact, or do not interact, with one another
- a lack of trust leading to a command and control style and an absence of collaboration between departments at SW and between SW and the universities
- in some departments/units within SW the absence of a service mindset
- arbitrarily-determined decision-making and veto power at multiple levels
- trouble agreeing on appropriate levels of risk
- frustration related to the tension between data integrity and data security/system access
- the inability to gain support for initiatives or move projects through the SW offices on a timeline that keeps pace with the speed and/or needs of business

These issues, if not addressed, will undermine the system's ability to be innovative, excellent, and resilient. If successfully managed, they will catalyze the system and employees at SW and the three universities to meet the ever evolving education, workforce development, and research needs of Alaska and fulfill the UA's commitment to attaining the effects contained in Shaping Alaska's Future.

Requirements for Success:
The team recommends consideration of the following requirements for success as transformation options are implemented:

1. ***Any reorganized and remaining SW functions need to reflect a culture change in addition to any structural changes***
    a. shift from a model of control to one of facilitation and support
    b. service to and active collaboration with universities must be incorporated into SW mission and management philosophy
2. ***Transfer of a function to a university cannot be a 'throw it over the fence' maneuver***
    a. shared SW and university leadership discussion and decision-making will be required in order to agree on a transition plan and timeline for implementation, with expected results
    b. transfer of Full Time Equivalents (FTE) or staff involves buy-in and clarity -- universities must have the option to rehire and organize as they see fit to meet the needs and manage the function in the declining budget climate -- universities should have the authority to determine appropriate salary levels based upon restructured function
    c. resources to cover operating and labor costs should be transferred with functions at a rate or level that is mutually agreed between SW and the university that assumes the function
    d. functions transferred to a university must be managed on behalf of the UA system to provide system-wide support -- a plan to ensure this happens should be developed and agreed upon by the three universities prior to shifting functions
    e. a "lift and shift" model may not be most effective as functions are transferred, some functions may require full restructure in order to gain efficiencies and/or be sustainable in the current fiscal climate
3. **Functions reduced or moved to a university need to be discontinued at SW**
    a. if a university takes on a function, it will own operational and governance responsibilities for that function, include appropriate infrastructure or access to systems
    b. the eliminated function should not be recreated elsewhere in SW

III. Initial Observations by Functional Area

In some functions, certain recommendations have already been implemented or are in process. These involve situations where functional leads took advantage of opportunities, as they occurred, to implement streamlining opportunities. In December, President Johnsen, will make decisions on the recommendations and an implementation plan will be developed. Implementation will begin January 1 and will be completed by July 1, 2016.

The essential roles listed below are those the team believes should be the purview of each functional area, not necessarily the role(s) currently held.

1. Offices of the President and Board of Regents

Essential Roles: External Relationships, Compliance, Steward of Shared Strategic Resources, Leadership, Governance and Strategic Vision

Summary: Reorganize this function within SW to improve efficiency and collaboration between the two offices, and consider moving some Board of Regents (BOR) local support functions to the universities.

Recommendations for Consideration:

a. Reorganize administrative functions to improve efficiency and sharing of resources and knowledge, and to provide better integration with other departments.
b. Eliminate less than 1/2 time temporary coordinator position and distribute administrative work to other departments within SW with existing capacity, or utilize a shared service model for administrative support.
c. Use co-located administrative assistants (e.g. VP Academic Affairs and Research (AAR) admin.) as backup to President's assistant, providing professional growth opportunities and succession planning.
d. Consider processing travel and procurement requests through existing administrative hubs or staff in other departments (e.g. Office of Information Technology (OIT) business office, General Counsel's office, a shared model among co-located VP level administrative assistants).
e. Use local (university-based) videoconferencing and administrative support for BOR meetings.
f. Consider eliminating the temporary housing manager and using an on-call employee as needed for events.
g. Evaluate the need to hire a special events coordinator who might also serve as a backup in providing travel and procurement services. Assess if position would be full or part time.
h. Reassign Shaping Alaska's Future Office work to President's Office (see further information in Strategy, Planning and Budget section).

2. Finance and Administration (FA)

Essential Roles: Compliance, Steward of Shared Resources

Summary: Move certain operational functions to the universities with an agreed upon transfer of resources to provide the functions on behalf of the UA system. Some unique finance and investment functions can only be performed at the UA system level. However, several of these areas should be moved to other SW units/departments for improved efficiency and to reduce the level of duplicate staffing and effort associated with similar work. Additionally, this group recommends that a few functions, currently housed in other areas of SW, be transitioned to FA for better internal alignment of similar duties.

Overarching Recommendations for FA:

a. Examine current level of risk for some specific reporting functions and related staffing including effort/time dedicated to some tasks -- determine if SW is over-resourcing some functions (or under-resourcing).
b. Refine FA work to align with governance/policy role of SW, moving operational functions to the universities or other SW offices where operational functions overlap.
c. Eliminate duplication of technology system management and functions by centralizing and coordinating these functions within SW OIT. Expand access and responsibility for management of operational finance technology systems, permissions, and enhancements/projects to the universities.
d. Move policy functions of Risk Services (e.g. insurance, claims) into FA. Move operational risk functions to the universities. (See further information in General Counsel and Risk Services section.)
e. Consider moving Human Resources policy functions under FA after streamlining to focus on policy level issues. (See additional recommendations in Human Resources section.)
f. Evaluate the number of senior leadership positions.

Recommendations for Consideration by FA Division/Department:

Audit and Consulting Services

a. Maintain policy functions.
b. Regularly review audit staffing levels and adjust staffing to match level of acceptable risk, potentially no less than a three-year review cycle.
c. Ensure adherence to annual audit plans by minimizing ad hoc internal audits.
d. Use audits as a tool to evaluate management practices and decisions, not to police universities. This will require a continued focus on building and maintaining trust.

Controller (Financial Systems, Fund Accounting, Cost Analysis)

a. Transition enterprise management operations to OIT and project management and system enhancements access/controls to the universities with SW Financial Systems serving as a collaborative partner rather than a system or data owner.
b. Move Banner/other Finance system security and access management to the universities and OIT. Coordination and collaboration among the three universities and SW should be used to manage this.
c. Maintain role as custodian of system institutional data and definitions, but clarify who holds responsibility for making decisions about data integrity and definitions. Involve SW and the universities in a discussion to determine if responsibility belongs at SW, with the universities, or is shared equally.
d. Maintain Financial Systems, Fund Accounting, and Cost Analysis roles at a policy and oversight level, ensuring that information is transparent, accessible/available, and reporting is a shared responsibility with the universities.

Records and Information Management

a. Remove from FA, limit to policy level role and move to OIT where Security Oversight functions already exist.
b. Examine senior management positions and consider transitioning technical management functions to a senior level lead position.
c. Move management of the OnBase system to the universities, aligning with the role they already play in operational support and use. Maintain higher level system and maintenance in SW OIT.

Finance and Investment Management (Foundation Accounting, Treasury Services, Education Trust of Alaska, Fund Management)

a. Analyze level of management needed for development and oversight of prudent SW and Foundation investment strategy.

Procurement

a. Eliminate Chief Procurement Officer position at SW and move function to a university.
b. Note: while this position is stipulated by law, there is no requirement that it be located at SW. AS 36.30.005 identifies the purpose as "meeting its responsibility to maintain fair and reasonable procurement practices throughout the university system."

UA College Savings Plan and UA Scholars Program (including system-based scholarships)

a. Maintain only the finance and investment functions for the UA College Savings Plan in FA.
b. Move oversight of student-centered programs, including associated external relationships, to SW AAR.
c. Have SW AAR coordinate with the universities and SW Office of Public Affairs on outreach activities in order to keep student-centered programs more closely coordinated with university-delivered student services.

3. Academic Affairs and Research (AAR)

Essential Roles: External Relationships, Compliance, Leadership, Governance and Strategic Vision

Summary: Maintain those areas that fulfill essential roles, but eliminate or move programmatic and student-centered operational functions to the universities.

Recommendations for Consideration:

a. Maintain leadership of educational policy issues at SW. Assess where it is best located.
b. Transition K-12 Outreach to the universities. Streamline where appropriate.
c. Move workforce development programs to the universities.
d. Maintain system-level workforce development relationships (e.g. Alaska Workforce Investment Board) at SW to ensure alignment with Shaping Alaska's Future. Clarify, remit and assess proper placement of function.
e. Maintain leadership role for system-level industry-related policy decisions at SW.
f. Change focus of Student and Enrollment Services to align with essential roles of SW and consider changing the name to Student and Enrollment Strategy (SES), as the term/name "services" implies operational responsibility.
g. Move student-related services, campaigns and communications to the universities.
h. Utilize newly-named SES to facilitate system-level student scholarship, and tuition policy development.
i. Move Alaska Scholars outreach and external relationships to AAR/SES.
j. Family Educational Rights and Privacy Act (FERPA) policy development should be held at SW and be housed in AAR/SES. FERPA compliance should be managed at the universities.
k. Maintain system governance as it is currently structured and located.
l. Transition enterprise management operations to OIT and project management and system enhancements access/controls to the universities, with SW SES serving as a collaborative partner rather than a system or data owner.
m. Move Banner/other student system security and access management to the universities and OIT. Coordination and collaboration among the three universities and SW should be used to manage this.

4. General Counsel (GC) and Risk Services

Essential Roles: Compliance, Leadership, Governance

Summary: Maintain General Counsel work focused on legal advice and guidance, contract review, and elevation of issues that require SW leadership or intervention. Move policy-level Risk Services to FA with operational Risk Services responsibilities transitioning to the universities.

Recommendations for Consideration:

a. Move Risk services to FA, this function is administrative in nature and creates conflicts of interest as currently housed in GC.
b. Focus SW Risk Services work on policy-related operations (e.g. insurance, claims).
c. Move operational Risk Services functions to universities (e.g. emergency management, environmental health, safety and loss prevention) to avoid duplication with services already provided at universities.
d. Evaluate opportunities to streamline SW policy-level Risk Services staff. Evaluate staffing regularly (potentially no less than a three-year review cycle, similar to SW Audit) relative to degree of risk present (e.g. if claims are decreasing, consider needed staffing levels).

5. Human Resources (HR)

Essential Roles: Compliance, Steward of Shared Resources, Leadership, Governance and Strategic Vision

Summary: Consider moving under FA or, if maintained as a standalone function, streamline. Maintain policy level functions at SW. Move operational functions to universities.

Overarching Recommendations for HR:

a. Consider moving under FA as this is an administrative function.
b. If moved, consider appropriate level for current Chief Human Resource Officer (CHRO) position. If not moved, streamline with a policy-level focus.
c. Maintain those functions that are policy-related or require consistency across the system (e.g. labor negotiations, job family structure/market analysis, compensation, health benefits).
d. Universities can provide operational HR services for SW staff located in their operating areas.

Recommendations for Consideration by HR Division/Department:

HR Systems

a. Maintain a role as custodian of UA HR institutional data definitions; however, discussion is needed regarding who holds responsibility for data integrity and data definitions – is it at SW, the universities, or shared in an equal partnership?
b. Transition enterprise management operations to OIT and project management and system enhancements access/controls to the universities with SW HR serving as a collaborative partner rather than a system or data owner.
c. Move Banner/other HR system security and access management to the universities and OIT. Coordination and collaboration among the three universities and SW should be used to manage this.

Employee and Student Payroll

a. Move to universities or consider outsourcing.
b. Move UA tax accounting for out-of-state and international students and employees to FA.

Compensation/Classification and Recruitment

a. Maintain oversight role for classification and compensation at SW, but work to improve transparency to foster equity and consistency across the system.
b. Regularly review compensation across job families and between universities including criteria for determining placing executive and senior administrative staff, and conduct market analyses on a scheduled interval, providing this information to the President and the universities.
c. Consider collaborative hiring – involve university staff on hiring committees for SW positions, this may increase awareness of services/needs across university boundaries and build relationships.
d. Move recruitment functions to universities with each university providing recruitment support to SW departments in their geographic area.

Benefits Management, Plan Design and Communication

a. Maintain health insurance, wellness program, benefit accounting, supplemental benefits design/procurement, and retirement compliance at SW, but consider moving to FA.
b. If maintained in a standalone HR department, look for opportunities to streamline.

Labor Relations

a. Retain at SW, but look for opportunities to secure input from universities in labor relations and agreement implementation.
b. Consider moving under GC if HR is moved to FA.

Training and Development

a. Eliminate function from SW and partner with universities for needed training.
b. If system standardization is required for particular curriculum, use staff at a lead university to develop. Agreement will be needed among universities to adhere to this standard and track employee training in a consistent (preferably automated) manner.

6. Strategy, Planning and Budget (SPB)

Essential Roles: External Relationships, Compliance, Steward of Shared Resources, Leadership, Governance and Strategic Vision

Summary: Evaluate operational and external reporting functions that could be moved to universities and continue to explore ways to provide service/share staff with University Relations office for advocacy efforts and other communications related to long term plans and budgetary information.

Recommendations for Consideration:

a. Eliminate Shaping Alaska's Future Office and reassign work to Strategy, Planning and Budget Office, University Relations and President's Office.
b. Support University Relations on Federal relations efforts and ensure Federal and State relations are aligned and taking advantage of leveraging opportunities.
c. Consider reducing State Relations position to a six to nine month contract.
d. Consider refilling vacant Chief Facilities Officer position, as this position is critical to coordinating and advising on system-wide facilities services needs/projects and is supported by the universities.

7. University Relations (UR) and UA Foundation

Essential Roles: External Relationships, Steward of Shared Resources, Leadership, Governance and Strategic Vision

Summary: Realignment of certain functions under UR and expectations of the Foundation to assist in coordinating a system-level fundraising effort support a recommendation to decouple the two and eliminate a SW executive position. This will result in cost savings to the university, while enabling greater focus on its role in support of system fundraising.

Recommendations for Consideration:

a. Move AVP State Relations under the Office of Strategy, Planning and Budget (SPB)
b. Eliminate the Squire Patton Boggs Federal relations contract.
c. Create and fill a new AVP Public Affairs and/or Federal Relations position. *Note: Upon retirement of VP UR, this position to report to the UA President.*
d. Eliminate VP UR position (will occur year-end with retirement of incumbent).
e. Eliminate UR administrative support position.
f. Align efforts and explore ways to work together with SPB and AAR in supporting State and Federal relations efforts.
g. Reassign Shaping Alaska's Future Office work to Public Affairs (see further information in Strategy, Planning and Budget section).

8. Office of Information Technology (OIT) and Enterprise System Management

Essential Roles: Compliance, Steward of Shared Resources

Summary: IT functions should be evaluated with the overall objective of being policy-centered and focused on creating economies of scale (e.g. maintaining the WAN, core administrative enterprise systems such as Banner, along with the underlying databases). Further discussion and work is needed to implement a consistent strategy for enterprise system management which will help to resolve issues that arose in nearly every functional area.

Recommendations for Consideration:

a. Maintenance and upgrade functions for Banner should be centralized under OIT and moved out of other SW functional areas. Evaluate if significant portions of the workload can be outsourced or moved to the universities.
b. Coordination of data definitions and data quality standards should be managed by their respective functional areas in collaboration with the universities.
c. Enterprise system access control and security provision/management should be handled at the university level.
d. Projects and system enhancements should be encouraged. While data standards must be maintained system-wide, individual universities should be empowered to innovate and share solutions which means that projects will be developed and implemented either by university staff, or through outsourced contracts for specialized services.
e. The operational information technology functions for UAF and SW should be managed by UAF. UA should move to a model where host-universities provide core IT services for Statewide staff.
f. Evaluate the OIT Business Office to see if SW can achieve more value if these areas have the potential to serve all of SW as part of a shared service model for administration.
g. Continue to look at outsourcing opportunities for IT functions or contracted/hosted services.

IV. Conclusions and Next Steps

The SWTT believes SW has the potential to lead and serve the entire University of Alaska system in a way that will enable rather than hinder excellence. The SWTT believes there is a clear and purposeful

role for SW administration, and through this process, this role has been refined with agreement from the three universities and SW leadership team (i.e. Summit Team). All actions listed here are intended to clarify and strengthen the focused role of SW, and the SWTT would like to see both functional and cultural change take shape over the specified timeline.

A number of people have asked what is different now that will compel implementation of the recommendations. It is clear that the BOR, state policy makers, students, faculty and staff, and the people of Alaska expect change. The current fiscal climate and changing landscape of education require it. Recent transitions in SW and within university leadership provide an opportunity to establish new ways of doing things that will build upon the Summit Team's growing collaborative work. Finally, a well-thought out implementation process with clear accountabilities and timelines will ensure it happens. (See Appendix.)

Subject: [SW Staff] Team to Review Statewide Programs and Services
From: uasw-l@lists.alaska.edu
Date: 3/23/2015 8:15 AM
To: uasw-l@lists.uaf.edu
CC:

Memorandum

To: Staff

From: Patrick K. Gamble

Subject: SW Transformation Team Formed

Date: March 23, 2015

The University of Alaska system regularly reviews its programs, services and processes to ensure they are tied to mission, efficient in use of resources, and effective in delivering results. Prioritization efforts, program reviews, the annual budget process and Shaping Alaska's Future are all key drivers of the continuous improvement needed to meet the higher education needs of Alaska. With the fast pace of change in higher education and the state's deepening fiscal crisis, UA's three universities have accelerated the pace of program reviews to ensure the budget reduction decisions they make are aligned with the system goal to maintain as strong a core as possible.

Statewide also took its share of cuts in FY15, but it is now time to conduct an even more thorough review of services and programs. Towards that end, Michelle Rizk has been assigned to assemble a small, agile team to conduct this review.

The committee will review SW functions, services, and programs. Questions they will address: What are we doing now? What is essential for a SW staff to do going forward? What's the best way to accomplish what's absolutely needed? Consideration will also be given to relocating certain SW functions, services, or programs within any of the three universities.

The estimated eight- to ten-member team will include members from SW and the three universities. While small, one of its first tasks will be to develop a framework for ensuring meaningful communication with and input, feedback and review by the full range of stakeholders throughout the review process. That will include mobilizing ad hoc sub-groups in specialized areas to provide more detailed and technical analysis of specific recommendations before they are sent to the Summit Team for decision.

The team will review MacTaggart/Rogers and Fisher reports to determine what recommendations from those reports have already been implemented and to assess relevance and impact of the remaining recommendations. They will also gather and analyze other ideas. Finally, they will recommend priorities for

action and develop an implementation plan.

It's important to note this is not primarily a budget exercise. The goal is to define what they are and how we deliver a strong and sustainable set of core services and functions in support of the entire UA system. It is a long-term focused evaluation and planning process that will position UA for the coming years. The plan will be developed for FY17 implementation with certain recommendations put in place earlier where it makes sense and implementation is possible with shorter lead times. This will help to meet state budget reductions we expect in FY16.

I am grateful to everyone at SW for their ideas and energy during a challenging time and recognize that while this transformation process will be good for the University of Alaska system, it won't be without impact to the people who work here. Michelle is committed to open communication and dialogue throughout this review to ensure you have the information you need to inform your own personal planning and decisions.

With sincere appreciation for the great job you do.

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Many Traditions … One Alaska

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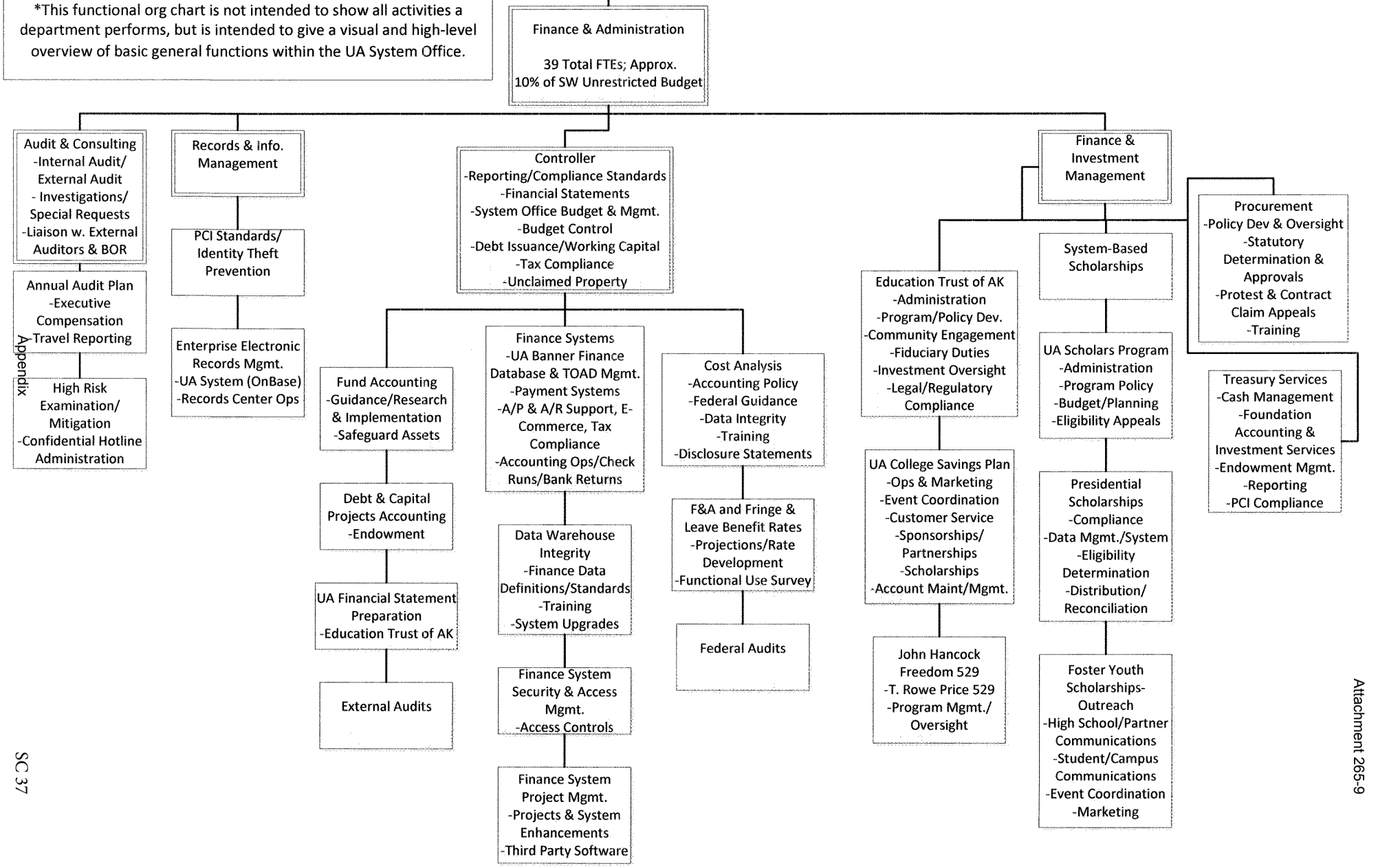
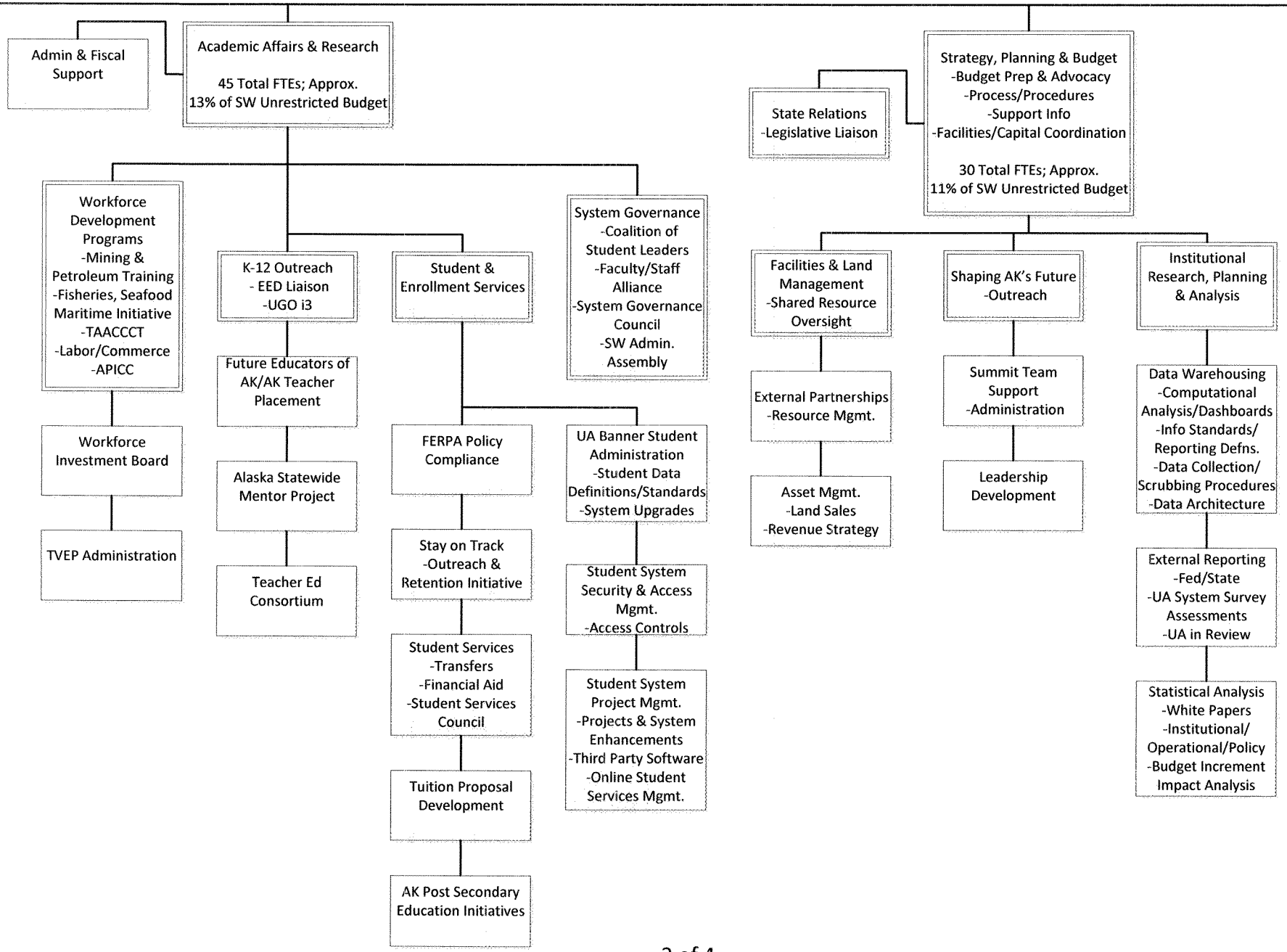
www.alaska.edu
www.facebook.com/uasystem

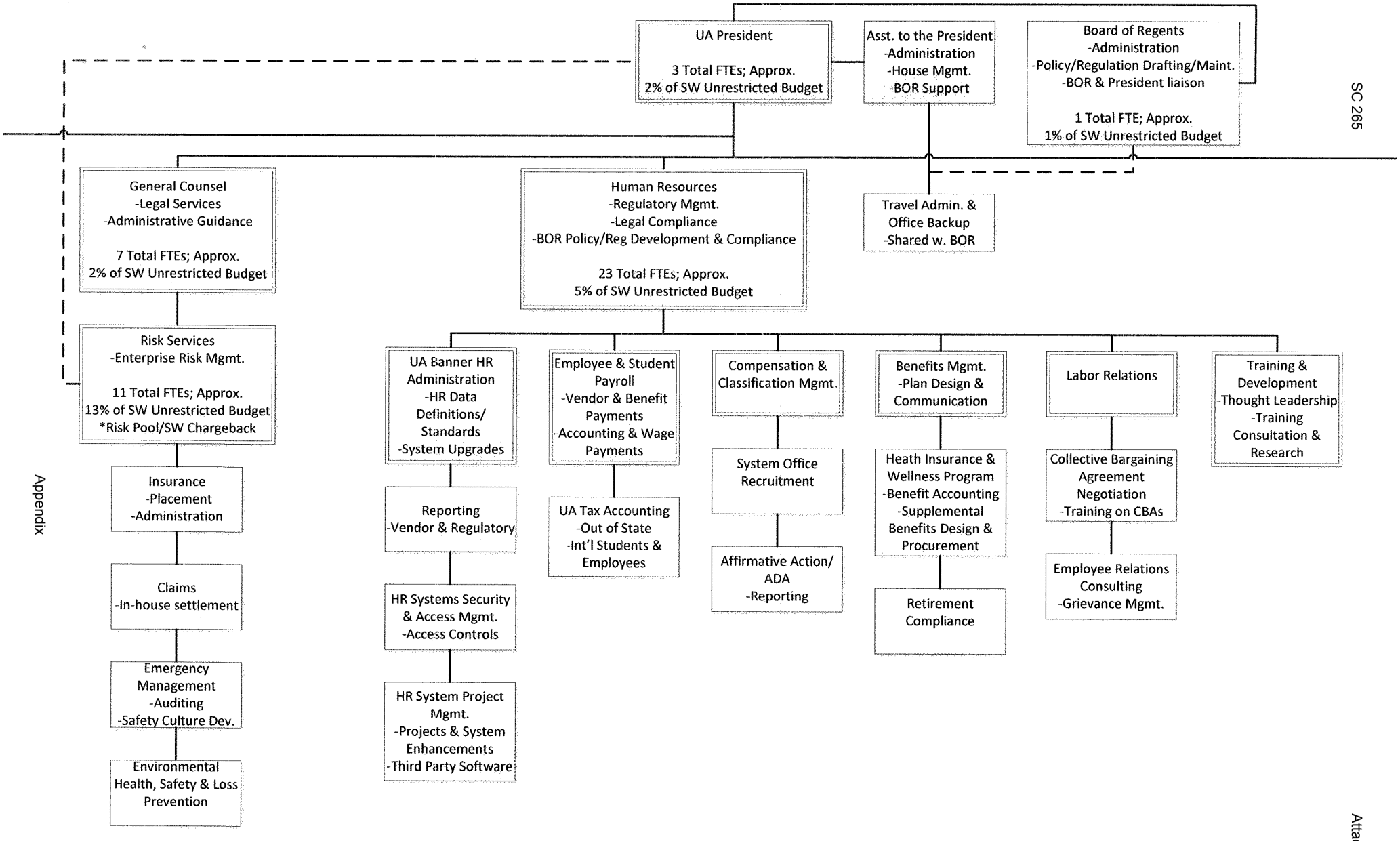
UA System Office Functional Org Chart*
Updated August 2015 (FY16) – SW Transformation Team

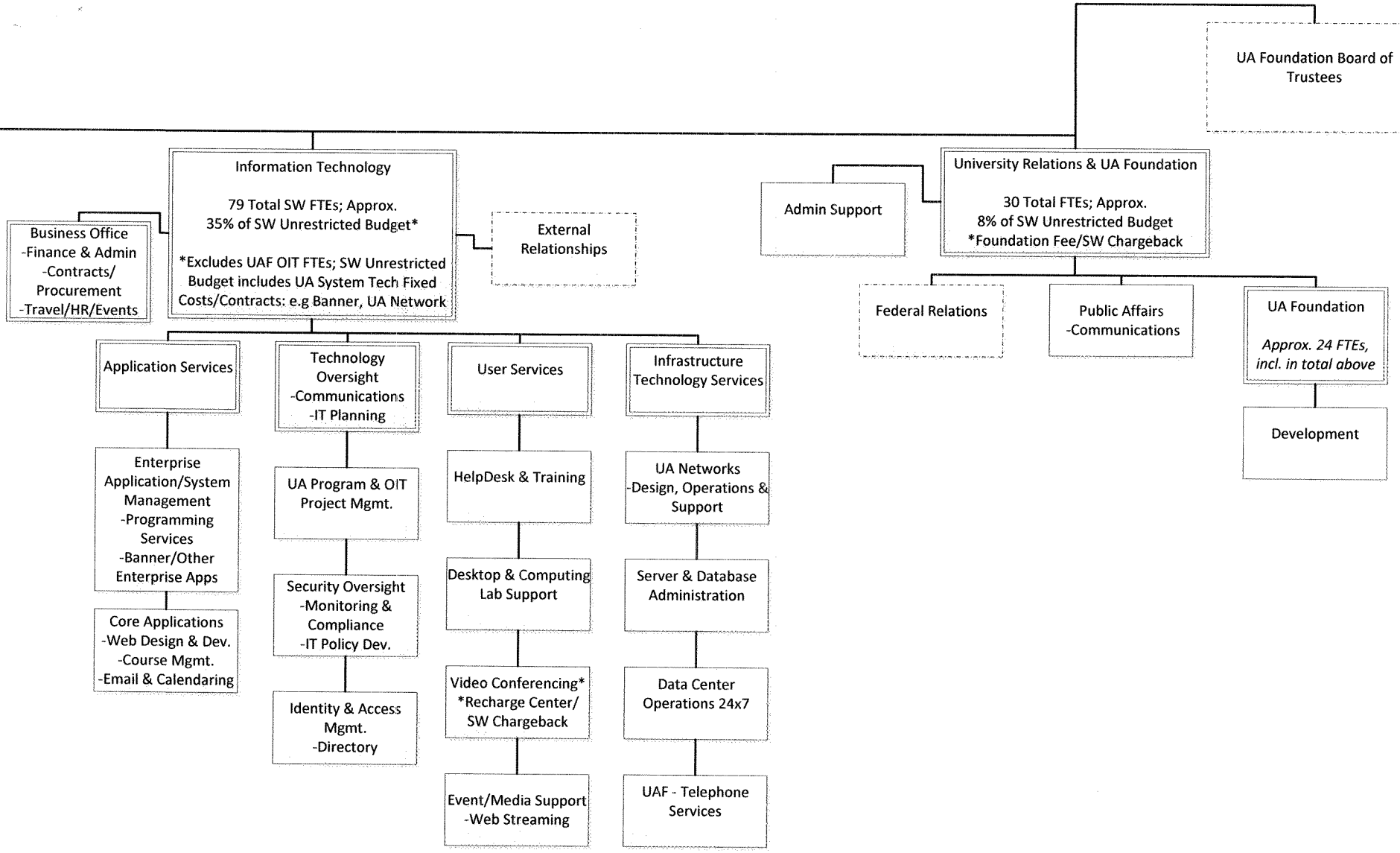
Total System Office FTEs (FY15 Snapshot): 268
Unrestricted Budget Approx. $55 Million (FY15)

*This functional org chart is not intended to show all activities a department performs, but is intended to give a visual and high-level overview of basic general functions within the UA System Office.




Admin & Fiscal Support
Academic Affairs & Research
45 Total FTEs; Approx.
13% of SW Unrestricted Budget
Workforce Development Programs
-Mining & Petroleum Training
-Fisheries, Seafood Maritime Initiative
-TAACCCT
-Labor/Commerce
-APICC
Workforce Investment Board
TVEP Administration
K-12 Outreach
- EED Liaison
-UGO i3
Future Educators of AK/AK Teacher Placement
Alaska Statewide Mentor Project
Teacher Ed Consortium
Student & Enrollment Services
FERPA Policy Compliance
Stay on Track
-Outreach & Retention Initiative
Student Services
-Transfers
-Financial Aid
-Student Services Council
Tuition Proposal Development
AK Post Secondary Education Initiatives
System Governance
-Coalition of Student Leaders
-Faculty/Staff Alliance
-System Governance Council
-SW Admin. Assembly
UA Banner Student Administration
-Student Data Definitions/Standards
-System Upgrades
Student System Security & Access Mgmt.
-Access Controls
Student System Project Mgmt.
-Projects & System Enhancements
-Third Party Software
-Online Student Services Mgmt.
State Relations
-Legislative Liaison
Strategy, Planning & Budget
-Budget Prep & Advocacy
-Process/Procedures
-Support Info
-Facilities/Capital Coordination
30 Total FTEs; Approx.
11% of SW Unrestricted Budget
Facilities & Land Management
-Shared Resource Oversight
External Partnerships
-Resource Mgmt.
Asset Mgmt.
-Land Sales
-Revenue Strategy
Shaping AK's Future
-Outreach
Summit Team Support
-Administration
Leadership Development
Institutional Research, Planning & Analysis
Data Warehousing
-Computational Analysis/Dashboards
-Info Standards/ Reporting Defns.
-Data Collection/ Scrubbing Procedures
-Data Architecture
External Reporting
-Fed/State
-UA System Survey Assessments
-UA in Review
Statistical Analysis
-White Papers
-Institutional/ Operational/Policy
-Budget Increment Impact Analysis


UA President
3 Total FTEs; Approx.
2% of SW Unrestricted Budget
Asst. to the President
-Administration
-House Mgmt.
-BOR Support
Board of Regents
-Administration
-Policy/Regulation Drafting/Maint.
-BOR & President liaison
1 Total FTE; Approx.
1% of SW Unrestricted Budget
General Counsel
-Legal Services
-Administrative Guidance
7 Total FTEs; Approx.
2% of SW Unrestricted Budget
Human Resources
-Regulatory Mgmt.
-Legal Compliance
-BOR Policy/Reg Development & Compliance
23 Total FTEs; Approx.
5% of SW Unrestricted Budget
Travel Admin. &
Office Backup
-Shared w. BOR
Risk Services
-Enterprise Risk Mgmt.
11 Total FTEs; Approx.
13% of SW Unrestricted Budget
*Risk Pool/SW Chargeback
Insurance
-Placement
-Administration
Claims
-In-house settlement
Emergency
Management
-Auditing
-Safety Culture Dev.
Environmental
Health, Safety & Loss
Prevention
UA Banner HR
Administration
-HR Data
Definitions/
Standards
-System Upgrades
Reporting
-Vendor & Regulatory
HR Systems Security
& Access Mgmt.
-Access Controls
HR System Project
Mgmt.
-Projects & System
Enhancements
-Third Party Software
Employee & Student
Payroll
-Vendor & Benefit
Payments
-Accounting & Wage
Payments
UA Tax Accounting
-Out of State
-Int'l Students &
Employees
Compensation &
Classification Mgmt.
System Office
Recruitment
Affirmative Action/
ADA
-Reporting
Benefits Mgmt.
-Plan Design &
Communication
Heath Insurance &
Wellness Program
-Benefit Accounting
-Supplemental
Benefits Design &
Procurement
Retirement
Compliance
Labor Relations
Collective Bargaining
Agreement
Negotiation
-Training on CBAs
Employee Relations
Consulting
-Grievance Mgmt.
Training &
Development
-Thought Leadership
-Training
Consultation &
Research


UA Foundation Board of Trustees
Information Technology
79 Total SW FTEs; Approx. 35% of SW Unrestricted Budget*
*Excludes UAF OIT FTEs; SW Unrestricted Budget includes UA System Tech Fixed Costs/Contracts: e.g Banner, UA Network
Business Office -Finance & Admin -Contracts/ Procurement -Travel/HR/Events
External Relationships
Application Services
Enterprise Application/System Management -Programming Services -Banner/Other Enterprise Apps
Core Applications -Web Design & Dev. -Course Mgmt. -Email & Calendaring
Technology Oversight -Communications -IT Planning
UA Program & OIT Project Mgmt.
Security Oversight -Monitoring & Compliance -IT Policy Dev.
Identity & Access Mgmt. -Directory
User Services
HelpDesk & Training
Desktop & Computing Lab Support
Video Conferencing* *Recharge Center/ SW Chargeback
Event/Media Support -Web Streaming
Infrastructure Technology Services
UA Networks -Design, Operations & Support
Server & Database Administration
Data Center Operations 24x7
UAF - Telephone Services
Admin Support
University Relations & UA Foundation
30 Total FTEs; Approx. 8% of SW Unrestricted Budget
*Foundation Fee/SW Chargeback
Federal Relations
Public Affairs -Communications
UA Foundation
Approx. 24 FTEs, incl. in total above
Development

SW Transformation Process Outline

September 1-25, 2015	Statewide Transformation Team finalize preliminary report IT/OPA set up website for employee input
September 4, 2015	President Johnsen reviews process with Chair Heckman and with President of Statewide Administration Assembly (SAA)
September 9, 2015	President Johnsen and Michelle meet with consultant (call) to discuss scope, schedule and budget
September 16, 2015	Discussion with Summit Team on SW Transformation
September 17, 2015	President Johnsen update Board of Regents on SW Transformation process next steps
September 25, 2015	Transformation Team preliminary report delivered to President Johnsen
September 29, 2015	President Johnsen distribute report to all Statewide employees with cover memo outlining context, purpose, process and next steps; key topic in President's staff meeting.
September 29-October 20, 2015	Input on report received through employee website. Engage consultant for implementation plan development.
October 28, 2015	Individual meetings with President's Statewide direct reports and their key staff, SAA President and Transformation Team
September 29- October 29, 2015	Transformation Team analyze input from Direct Reports and SW employees
October 30, 2015	Transformation Team deliver revised recommendations to President Johnsen, Summit Team and Vice-Chancellors of Administration
November 3, 2015	Summit Team meeting to advise President on Transformation Team recommendations (include Summit Team members, Transformation Team Members and Vice-Chancellors of Administration)
November 4, 2015	President Johnsen update Board of Regents on Transformation process
December 2015	President Johnsen makes decisions on recommendations
December 1-31, 2015	Implementation plan development
January 1, 2016	Implementation begins
July 1, 2016	Implementation complete

As of 9/29/15