

IUPUI Staff Council (SC) Minutes

December 18, 2013 ~ Campus Center, Room 450A ~ 2:00 – 4:00 p.m.

Members and Guests Present: Charles Akerland, Alyce Archie, Rose Baker, Margo Barton, Kaitlin Bell, Michelle Benberry (alt: Samantha Thompson), Victoria Bills, Russell Black, Landon Brothers, Denise Brown, Cathy Buyarski, Tina Carmichael, Kristy Chapman, Wade Chatmon, Ben Cockrum, Nicole Collins, Venue Davis-Wallace, Caitie Deranek, Natalie Edwards, Rita Flynn, Alicia Gahimer, Barbara Hanes, Todd Herring, Patti Holt, Leslie House, Rochelle Hudson, Phyllis Humphrey-Sarver, Felicia Jackson, Betty Klein, Jim Klenner, Lyndy Kouns, Summer Layton, Karen Lee, Lodema Lines, Jayme Little, Cortnee Martin, Laura Masterson, Teresa McCurry, Greg Mobley, Matthew Moody, Kevin Mouser, Andrew Myers, Kristi Palmer, Melanie Pride, Tanika Scott, Damon Spight, Michael Sprinkle, Lee Stone, Yolanda Taylor, Carleen Thompson, Lindsay True, Jack Waggoner, Louise Watkins, and Emily Wren

Members Absent or Excused: Matt Borden, Rob Bullock, Pam Clinton, Teri Duell, Kendra Hein, Susan Hill, Rachel Limbach, Mary Lindop, Pamela Lovejoy, Margie Martinez, Brady McManama, Christen Mumaw, Kasey Myers, Kitty O'Doherty, Larra Overton, Jenny Perrino, Mary Pat Poskon, Carol Riley, Tim Roach, Liz Rybak, Jan Smith, Susan Steele-Moore, and Etta Ward

Agenda Item I: Welcome and Call to Order

IUPUI Staff Council President Lee Stone called the meeting to order at 2:04 p.m.

Agenda Item II: Adoption of the Order of Business for the Day

The agenda was adopted as the Order of Business for the Day.

Agenda Item III: Report from the President

Lee Stone

Stone reported on the following:

- MLK dinner tickets have been purchased for two SC Diversity, Equity, and Inclusion committee members and four students.
- Laura Masterson and the Academic Affairs Committee was thanked for their work on today's presentation by Cathy Buyarski.
- The campus has learned of a 2% budget cut by Governor Pence.
- Basketball tickets are still available at today's meeting for December 29 and 30.
- Work on strategic directions continues.
- The Special Events and Community Outreach Committee were thanked for their work on the Miracle's Happen Toy Drive.
- The campus will hold a Kwanzaa celebration is on December 26.
- Melissa Lavitt has been appointed Senior Associate Vice Chancellor for Academic Affairs.
- Staff Council's Stance on HJR6: Stone said there has been communication received from employees from many points of view on both sides of the debate since the decision to not draft a resolution regarding HJR6 was announced at the November SC meeting. He said this has been and continues to be an excellent learning opportunity. He has been in discussion with Anthony Masseria, president of the LGBT Faculty and Staff Council, as well as Dan Griffith on how to provide staff with an opportunity to express their views on the issue in a controlled environment, such as in an intergroup dialogue setting. An Intergroup Dialogue session is being organized by IUPUI administration as well as the IUPUI Staff Council and the IUPUI LGBT Faculty/Staff Council. The exact date has not been finalized but a tentative date of January 27 or 28 from 11-2 is being discussed. This will be open to all staff and will provide an opportunity for staff and others to express and hear opinions and views on both sides of the issue. There will also be an option for

staff to submit their comments anonymously from their office or computer. The comments and views expressed will be shared in an anonymous manner with the Staff Council and will also be used in intergroup dialogue sessions in February and March with the SCEC, LGBTFSC EC and the IFC-EC if they wish to participate. He has not had a chance to speak with the Faculty Council Executive Committee yet. At the end of the event, the ECs will come together to form a report on what was learned.

Agenda Item IV: Report from the IUPUI Faculty Council Liaison

Kristi Palmer, Faculty Council Executive Committee Member

Palmer reported on the December 5 Board of Trustees meeting where they voted to approve the [Principles of Ethical Conduct](#). The document affects faculty, staff, and administrators.

Agenda Item V: Standing and Ad Hoc Committee Reports and Other Standing or University Committee Reports

The following committee reports were given orally:

- Bylaws Committee (Teresa McCurry, Chair): McCurry introduced the following bylaws change:

AT-LARGE MEMBERS:

Currently Article IV, Sections A and B read as follows:

“A Second Vice President, Corresponding Secretary, and three members of the Executive Committee shall be elected by a majority of the voting representatives present at the June meeting of each odd numbered year from a slate of candidates prepared by the Nominating Committee. This vote shall be taken by secret ballot.”

“A First Vice President and three members of the Executive Committee shall be elected by a majority of the voting representatives present at the June meeting of each even numbered year from a slate of candidates prepared by the Nominating Committee. This vote shall be taken by secret ballot.”

“The Council Officers and six additional members from the Council shall comprise the Executive Committee.”

Proposed amendment for submission to the Executive Committee:

*“A Second Vice President, Corresponding Secretary, and **three At-Large Members** of the Executive Committee shall be elected by a majority of the voting representatives present at the June meeting of each odd numbered year from a slate of candidates prepared by the Nominating Committee. This vote shall be taken by secret ballot.”*

*“A First Vice President and **three At-Large Members** of the Executive Committee shall be elected by a majority of the voting representatives present at the June meeting of each even numbered year from a slate of candidates prepared by the Nominating Committee. This vote shall be taken by secret ballot.”*

*“The Council Officers and **six At-Large Members** from the Council shall comprise the Executive Committee.”*

Rationale:

The At-Large Members are included in the Staff Council Executive Committee and as such should be identified by name in the SC bylaws.

Questions were addressed. A motion came out of committee and did not need a second. The motion was passed.

- Membership Committee (Alicia Gahimer, Chair): Jan Smith retires at the end of December from UITS. Since the member's represent as a team, Smith will be replaced during the spring elections.
- Staff Affairs Committee (Kevin Mouser and Barb Hanes, Co-Chairs): Mouser has prepared an online survey to find issues the committee should tackle for the year. The topics are (1) ability to share accrued "Paid Time Off," (2) availability of facilities for nursing mothers, (3) campus smoking policy enforcement, (4) performance evaluations, (5) time off for education, and (6) an option for staff to list something not mentioned in 1-5. The survey will be sent to all IUPUI staff for input.
- Special Events Committee (Kristy Chapman and Cortnee Martin, Co-Chairs): Martin thanked everyone for bringing food to the meeting and participating in the toy drive.

The following committee reports were submitted in written form (no changes made to the reports):

- [Ad Hoc] Academic Affairs Committee (Laura Masterson, Chair): Academic Affairs is excited to sponsor today's presentation, "Partners in Student Success: Faculty and Staff." We welcome feedback from Staff Council members following the presentation on how our committee can help enhance collaborative success with faculty. Academic Affairs also strives to provide more education and resources to staff regarding all the constituent groups on campus. We are currently discerning the role our committee can play involving students more closely with Staff Council and also providing mentorship opportunities for students. Our next meeting will be in January, date and time TBD.
- Committee on Diversity, Equity, and Inclusion (Yolanda Taylor and Phyllis Humphrey-Sarver, Co-Chairs): The IUPUI Black Student Union will host their Annual Dr. Martin Luther King Dinner on January 19, 2014, at the Indiana Roof Ballroom. Staff Council will support the SBU with representation of both co-chairs of the Committee of Diversity Equity and Inclusion and the donation of 4 tickets to the Office of Student Involvement. SCCDEI will further discuss hosting the Steward Speaker Series presentation scheduled for March 7, 2014, during the January 2014 meeting. The Steward Speaker Series is designed to foster meaningful dialogue and cultural exchange; IUPUI is a Title Sponsor for the Steward Speaker Series. The committee invited Margo Foreman from the Office of Equal Opportunity (OEO) to the meeting to engage in a one-on-one with Margo and to review the 2013 OEO Annual Report.
- Staff Affairs Committee (Barb Hanes and Kevin Mouser, Co-Chairs): The Staff Affairs Committee met on December 5th. The Committee had an open discussion on HJR- 6. The Committee continued discussion on the following work groups: Campus Smoking Policy Enforcement, Continuing Education/ Staff Scheduling Flexibility, Sharing of Paid Time Off Among Staff, Merit Raises/Performance Evaluations. Work group members were asked to define potential outcomes/products of each work group. Members were reminded to complete research into their Urban 15 institution. It was agreed that information gathered from the project would be shared with other Urban 15 institutions as well as the Staff Development Committee.
- [Ad Hoc] Staff Development Committee (Caitie Deranek, Chair): The Staff Development Committee met on November 26th. The committee discussed the change in schedule for the newsletter and that we need to be sure that the member feature is completed the month before. Members volunteered to write the feature through February and generated ideas for featured members through March's newsletter. Please send any suggestions for potential featured members to Caitie Deranek at cderanek@iupui.edu. At the time of the meeting, the Bloomington Professional Council had not sent the materials they use to evaluate staff development grant applications. After the meeting, these materials were received and will be edited to share with the Executive Committee at their January meeting. SDC members also reviewed the Urban 15 report's information regarding staff development, tuition fees, and retirement benefits. The information is very comprehensive, so additional research is not required. SDC members have offered to help the Staff Affairs Committee complete the report by early 2014 for wide distribution. Finally, the Committee discussed the Staff Council Leadership Training opportunity in June. Names for potential facilitators were considered and the group

brainstormed ideas for activities and foci. Ideas included leading up and identifying your leadership style. The group also felt it would be beneficial to invite Deb Dunbar to come to a Staff Council meeting to share about university-wide training and organizational development activities, particularly given the difficulty with filling the position in IUPUI's HRA. The committee will meet again at the end of January. The main point of discussion will be the implementation of the Staff Council Awards for 2014 and other ongoing projects.

Agenda Item VI: Unfinished Business

There was no Unfinished Business.

Agenda Item VII: New Business

There was no New Business.

Agenda Item VIII: [Information Item] Partners in Student Success: Faculty and Staff

Cathy Buyarski, Executive Associate Dean, University College

Buyarski's presentation is appended to the minutes.

Agenda Item IX: [Information Item] Report from Human Resources Administration (HRA)

Carleen Thompson, Assistant Vice Chancellor for Human Resources

Thompson reported on the following:

- Director of Training and Organizational Development: The search was failed. The position will be reposted in early January and emphasis will be on OD. She will be getting the word out to advertise the position further.
- A training calendar will be available in January. She and Victor Osuna are working on a career ladder and mentoring project. She would like this to be in place before the new director reports.

Agenda Item X: Update from the Vice Chancellor for Finance and Administration

Emily Wren, Associate Vice Chancellor for Facilities / Chancellor's Administrative Designee Alternate

Wren reported on the following:

- The SELB building is done and people are moving in.
- The Neuroscience Building is still on schedule for February completion. It is located on the Methodist campus. People will move in around March or April.
- The office building on University Boulevard and New York Streets is scheduled to break ground in February. It will be operated as a university building instead of by a private developer.
- Ball Gardens is complete. Some plantings will be done in the spring.
- Eskenazi Health moved everyone from the old hospital to the new successfully. The campus should get property control of the old Wishard land by the end of January. There is still discussion of who will be housed on the property. An architect has been hired to begin working at that. The dental school is looking at going to one of the buildings. Krannert and Bellflower will be demolished quickly to save on energy dollars.
- Lockefield Green recreational space is complete with plantings to take place in the spring.
- The curb and sidewalk projects are complete.
- The Rotary Building is being renovated and occupancy will be in April.
- Restroom renovations are taking place in SPEA and other buildings.
- LE 104 will be turned into a collaborative classroom during the summer. The room will be part of the general inventory, so when not in use, it can be used as a meeting room.
- Is Michigan/New York Street project going forward? Wren said at this time, there is no word.


For Approval: 1-15-14

- Is the School of Health and Rehabilitation Science on the radar for Wishard space? Wren said the chancellor, VP Tom Morrison, and Jay Hess (Dean, School of Medicine) will meet about the lay of the Wishard space. The master planner is also involved. The school has been on her list for a long time as there is a need for new space.
- John Williams (Dean, School of Dentistry) has been gracious with funding to renovate two lecture rooms on the first floor of the school. When finished, the classroom space will be part of the general inventory when not in use by the school.
- Wren expressed her thanks to all the staff for all the work they do all year round. Staff are valued!

Agenda Item XI: Final Remarks and Adjournment

With no further business appearing, President Stone adjourned the meeting at 4:00 p.m. followed by a holiday celebration and the collection for the toy drive.

Minutes prepared by Staff Council Coordinator, Karen Lee
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PARTNERS IN STUDENT SUCCESS: FACULTY AND STAFF

Cathy Buyarski, PhD
Executive Assistant Dean
University College

As we, staff and faculty alike, undertake the job of transforming our colleges and universities into learning-center institutions, what can we use to guide our efforts? How can we move beyond our separate areas of expertise to cultivate a shared vision of what learning is and the best ways to make it happen?

Potter, 1999, p. 11

If undergraduate education is to be enhanced, faculty members, joined by academic and student affairs administrators, must devise ways to deliver undergraduate education that are as comprehensive and integrated as the ways students actually learn.

Terenzini and Pascarella, 1994, p. 32



WHAT IS ORGANIZATIONAL CULTURE?

- The collective practices, beliefs, and assumptions that guide the behavior of individuals and groups in an organization. These are often unstated and are “just the way things are done around here.”
 - Artifacts
 - Espoused Values
 - Basic Assumptions (Schein, 1992)
- **Subcultures** are fragmented groups within an organizational culture who hold similar beliefs, attitudes, norms, and behaviors that may or may not be consistent with overall organizational culture (Kuh & Whitt, 1988).
- In a university, the primary cultures are faculty, staff/administration, and students



SUBCULTURES IN HIGHER EDUCATION

- Students

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-
-

- Faculty

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-
-

- Staff

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-
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ACADEMIC (FACULTY) CULTURE

○ Academic Profession

- Majority have been socialized through a graduate program in the US; also influenced by hiring process and culture of the department and institution on matters of teaching versus research
- Most have interest in teaching, learning and research
- Graduate preparation programs operate on similar values and principles about the academy

• Bowen and Schuster, 1986



PRIMARY VALUES OF FACULTY CULTURE

- Commitment to the *pursuit and dissemination of knowledge* as the central mission of higher education
 - Academic honesty
 - Intellectual integrity
- Emphasis on *professional autonomy* with a primary focus on academic freedom
- Commitment to *collegiality as expressed through self-governance*.
 - Opposition to administrative interference, particularly with the curriculum

• (Bowen & Shuster, 1986; Harman, 1989)



SUBCULTURES OF FACULTY

○ Institutional type (Clark, 1987)

Liberal Arts Colleges

Community with a strong culture

Community College

Student-centeredness

Large public institutions

Less coherent culture due to multiple missions

○ Academic discipline (Bowen and Schuster, 1986)

Values and attitudes among faculty are more divergent between disciplines than institutions

Health and Life Sciences

Medical Humanities, Biology, Nursing



STAFF CULTURE

- Multiple backgrounds, roles and perspectives make it hard to identify one predominant culture
- Highly influenced by institution, mission, student body and size of campus
- Common threads espoused in student affairs literature:
 - Emphasis on development of the whole person
 - Active learning and participation
 - Accepting and celebrating human differences
 - Community and civility



COMPARISON OF FACULTY AND STUDENT AFFAIRS VALUES

Prime Faculty Values

- Creation and dissemination of knowledge
- Autonomy over collaboration
- Collegiality
- Thinking and reflection over doing

Prime Student Affairs Values

- Holistic student development
- Collaboration over autonomy
- Teamwork
- Doing over thinking and reflecting

FACULTY AS ADMINISTRATORS

“One of the most puzzling aspects of higher education is that front-line leaders are almost always selected for qualities other than an ability to run complex organizations.”

Gunsalas, 2006



FACULTY AS ADMINISTRATORS

Most faculty have no formal training in leadership – and it is often not available to them

Personnel problems are often the most difficult part of the job and few faculty are prepared to supervise staff or faculty

Managing faculty is very different from managing staff

- Faculty, by and large, determine the agenda of their work and carry it out independently
- Staff work toward the organization's processes and goals (versus an independent research or teaching agenda) and are highly dependent on the work of others in the unit



ENHANCING COLLABORATIVE SUCCESS

- Highlight and celebrate a common focus on student learning.
- Take advantage of educational issues that provide windows of opportunity for collaboration.
- Keep abreast of scientific discovery and evolving knowledge on the integration of intellectual and affective growth.
- Create common professional development opportunities.
- Reward collaborative efforts.
- Provide collaborative efforts with the necessary resources.
- Maximize the knowledge and skills of faculty and student affairs professionals.
- Focus on developing true collaboration rather than cooperative programs.

