PSS Executive Committee Meeting
Thursday, November 1, 2012

Agenda

1. Welcome
2. Approval of Minutes
3. Report of the Chair
4. Report of the Vice Chair
5. Guest Speaker: Laura Hubbard
6. Old/New Business
7. Adjournment

Meeting Minutes

1. Welcome

Ann Marie Landel welcomed everyone to the meeting. She thanked Laura Hubbard and Bill Baumer for attending. She also introduced Mike Behun, a SUNY Senator.

2. Approval of Minutes

The Executive Committee approved the minutes of October 4, 2012.

3. Report of the Chair

- Ann Marie reported that the Times of Higher Education ranked UB in the top 200 universities in the world.
- Ann Marie mentioned that she attended the SUNY Plenary last week with Mike Behun. The full report is available on the PSS website. Issues discussed included:
  - New SUNY Resources Allocation Model (RAM): 5-year model that lets every campus plan for change including enrollment and tuition. UB will benefit from the new SUNY budget model. It is enrollment driven and accounts for varying costs among different programs.
  - This past fall, UB undergraduate enrollment was up by about 300, graduate enrollment was down. Managing enrollment is one of our top priorities.
- Three resolutions:
  - Support for SUNY Downstate Medical, where the hospitals have been going through major reorganizations.
  - Necessity for individual campus presidents.
  - Need for transitional funding.
• SUNY Committee reports are up on the website SUNY Faculty Senate website:
  www.suny.edu/facultySenate/
• Mike Behun added that the big topics of discussion were RAM, 4-year colleges in the SUNY system are not pleased with this model and the distribution of money. They feel it favors the university centers. Educating a student at a university center costs more than at a college. This model allows for more funds to the university centers.
• Mike also said that the chancellor sticking by her guns about systemness. She would like to continue with this initiative.
• Ann Marie added that there was much discussion about seamless transfer of credits. Trying to improve student mobility in the state and make the transfer process easier for AA and AS students.
• Professor Cary Nelson lecture—“What to do when the Devil Offers you a Deal”—coming up on Monday, November 5, 2012. O’Brien Hall in the Law School. Principles and practices to guide academic and industrial relationships.
• UUP President Phil Smith is asking for our support in the aftermath of Hurricane Sandy. Keep our fellow SUNY colleagues in mind.
• Area IV held a meeting at the new Crossroads Culinary Center in Red Jacket on Oct. 24. Jim Gordon added that it is a phenomenal facility. Great for recruiting. It is open for breakfast and dinner and has great food.
• Area V meeting will be held on Wed., Nov. 7, in the Jeanette Martin Room, brown bag lunch.
• Areas I, II, and III need to plan events!
• General Membership Meeting is Nov. 29. Ryan McPherson will talk about sustainability and we will have a guest speaker on continuous improvement presentation. UB governance leaders will be invited. Office of Institutional Analysis will present on a new survey calendar that they are using.

4. **Report of the Vice Chair**
   • The Welcoming Committee event was excellent. They received a 100% survey response from attendees.
   • Homecoming tailgate was last month; the weather did not cooperate.
   • Service Awards information is out and packets are ready if you would like to nominate anyone.
   • Continuous Improvement Committee is moving forward.
   • Diversity Committee potluck will be held on Dec. 4. Location TBA.
   • Mentoring Committee: Two trainings coming up. They could use more mentors. Contact Janiece Jankowski.
   • Last year at this time we held a clothing drive; this year we will do it in the spring.

5. **Guest Speaker: Laura Hubbard, Vice President of Finance & Administration**

Laura asked everyone to introduce themselves.

She encouraged everyone to attend President Tripathi’s State of the University Address tomorrow.
What’s going on in higher education (HED) right now?

- The HED environment has undergone a lot of change in the last few years in particular.
- Increased demand for accountability
- Increased attention on the cost to attend college, student debt
- What is the funding model for HED going to be?
- What is HED going to be?

Laura shared a book, *The Innovative University* by Clay Christianson. His area of study is innovation in business and industry. He is critical of the case study model of teaching/learning. It’s always look back rather than looking forward. If you look at industry over time, the company that invents new technology is never the company that invents the next innovation of the product (example: televisions and vacuum tubes, RCA and SONY). He has provocative thoughts about what this means for HED.

- There is a lot of discussion nationally about how do we deliver education in the future, changes in technology, distance learning, for-profit institutions. Research universities rely on undergraduate education as a big part of their funding engine. There is a lot of competition for undergraduate students. It is expensive to be a research university.

For UB in particular, we are at a really good place as an institution. We have a good opportunity to think about our future and take advantage of positive elements that we have going for us.

Laura’s role at the university and major initiatives:

- Transition from “silo city” to integrated resources planning—taking a comprehensive, institution-wide view of what we’re doing (comprehensive asset liability management). We need to think about decisions we make and how they play out financially across the institution.
  - Funding model is very siloed, as well as operations, sometimes called “cylinders of excellence”
  - We need to think horizontally, not vertically—synthesize the data rather than just analyze it.
- Look at financial health of the institution
- Looking at organization and how they align with UB 2020, academic plan, operate in an increasingly complex arena
- Look at business processes and systems, process improvement.
  - Instead of taking a new system and making it wrap around old processes, get rid of inefficient processes, make improvements to our university business processes
  - Laura does not think of efficiency as job loss. Ask how we enable people to do interesting work that really adds value.
  - Looking forward to working with PSS and how we can support this type of initiative
- Another major initiative that the president has communicated as a priority is promoting minority and women-owned businesses. We have started a diverse supplier initiative. Hasn’t been spread across the university yet. We want to promote diversity.
On the vein of continuous improvement, Laura has signed up UB as a member of the Education Advisory Board, a best practices research organization for higher education. They provide: 1) ability to ask questions that they will research on our behalf, 2) query senior leadership on topics they would like the organization to research in a more in-depth manner, and 3) annual meeting to present research results. They have an extensive library of their previous research. Why join? Laura is a big believer in scanning the environment and looking for best practices, good ideas, what have other institutions done, etc.

Moving the medical school downtown is another main area of Laura’s role. With three campuses, we have opportunities to think about how we operate in each of these environments. Do we have one model or multiple models? Should we have service centers? Need to ask ourselves these questions. Laura asked that we share our thoughts and perspectives on these topics.

Laura recently spoke with Alex Cartwright, VP of research, to discuss how we can work better and seamlessly together? She referenced *Strategic Speed*, a book that relates to many of these topics. We work in a knowledge-based environment; a lot of the work we do is relationship based and knowledge based. The book references research done by the Forum Corporation that identified 3 qualities that organizations have that they are doing well at strategic speed—doing something quickly with quality.

1) Clarity:
   - senior leaders are closely aligned and committed
   - people find time to review how their work is going
   - teams capture and communicate lessons learned
   - employees receive training when new initiatives are launched

2) Unity:
   - senior leaders are closely aligned and committed
   - team members are flexible about switching responsibilities to make things easier for one another
   - team members are comfortable talking about problems and disagreements
   - management systems work coherently to support overall objectives

3) Agility:
   - organization bases its success on its ability to explore new technologies and methods
   - organization creates innovative products and services
   - when making important decisions leaders usually put forward creative and innovative ideas

Laura is a big believer in deconstructing things: look at the end of project and see how we did, adjust going forward. Laura would be interested in our assessment of how UB is doing in some of these areas.
Ann Marie Landel commented on her tenure and various reorganizations based on leadership changes. We don’t take enough time to review lessons learned and looking back historically to see what we have done. Do we take the time to talk with stakeholders? We could improve that aspect of making changes. How do we manage change within the university? Ann Marie shared information about the centralized – decentralized – centralized changes that seem to continue.

Laurie Barnum said that it is refreshing that Laura is asking us for feedback. It is interesting that the qualities mentioned preview talk twice about senior leaders having to be closely aligned and committed. This is where the challenge has been. There will be pockets of people on campus who will testify that you will see this in some units, but not across the university as a whole. People are fearful to speak up. To have a senior leader ask and really want to know is key. What will be interesting is the change in culture and getting people to speak out without having the fear in their units that they would be negatively impacted by speaking out. From her experience, there is a lot of work that can be done across this whole spectrum.

Laura Hubbard said she appreciates that Laurie brought up the fear of people and understand the skepticism. She knows you have to earn trust, but she hopes that people will share.

Laurie followed up stating that a lot of resources are spent in units managing around systems that aren’t working because people are fearful to say this isn’t working. It’s easier to put the money out in people than to make a large investment. Things keep going along as they are. Laura said that change is scary and hard. She referenced a book called 7 Transformational Languages in the Workplace. The author stated that whenever someone brings up something, he would ask what is the change you want in your life and what are you going to do to prevent it from happening? We often fight the very change that we want.

Jim Gordon asked about how professional staff interact with and find out about changes as they are coming down the pike? He thinks particularly of technology driven changes: online courses, the cloud, etc. There are no unimportant IT jobs. Every single IT job we have is critical to the mission and we need to make sure we’re managing them correctly. How do we, as professionals, know what the university is going to do?

Candy Morris added that the technology is changing so quickly, that they are looking at forming a group of people to support Ed Tech. Everyone is hiring one person to get a group of people we can share. We move forward and then we need to catch up. We never seem to invest in the things that help the units catch up or at minimum keep pace with how we’re moving forward. We seem to always be trying to catch up, and by the time we catch up, we’re behind again because technology has changed.

Laura commented that we need better communication: individual units are often doing the same thing, but institutionally we don’t know who’s doing what and we don’t have any way
of capturing that and talking about it. Need to take a broader view, get people on the same platform.

Mike Randall suggested that we think about where UB has positioned itself in the SUNY system. We’re probably the best. We have weathered the budget situation in good shape. This doesn’t happen by pure chance. This was because of a lot of people making strategic decisions at the right time. We did a lot right, or we wouldn’t be where we are today. Secondly, everything we’re talking about does depend on communication and on new technology or whatever you use for that communication. Every part of the university is somehow interwoven with another piece. The problem that we’re having, which is not unique is how do we best communicate? How do we best get our message out at the cheapest price? This is a universal challenge. Third, we talk about silos versus an integrated approach: This depends on where you are. Dictators versus democratic approach: there is always a balancing act that has to go on. UB is probably one of the better functioning units in SUNY. We’re gearing up for tomorrow, we remember what happened yesterday, and we’re trying to deal with what’s happening today. We have to keep the context in mind— it’s really very positive overall.

• Laura replied and said “Let’s look through the windshield, not the rear-view mirror.” It is important to look at the past, as it is context for the future. But, we don’t want to live in the past.

Arlene Kaukus talked about the importance of each of us listening to the comments of the president. To the point of aligning senior leadership, it would be interesting if, after the state of university address tomorrow, leaders should ask staff how our units will contribute to the president’s vision. We go back into our spaces after we hear this powerful message, but we don’t really know how we contribute to it.

• Kelli Hennessy talked about her perspective from a training role. She hears from people who say they are not getting the support from above to role initiatives out. People don’t see how they connect. Senior leaders have to let employees know how they fit into the bigger picture. Managers don’t always know how to make that connection for their staff. The training organization tries to give them tools to do this, but we can’t give them the information. People do look back, but it’s not always from a lessons learned perspective. She hears things like “we tried that before and it didn’t work,” “we’ve been through this before – this too shall pass,” “this leadership will come and go just like the others who all have their own initiatives.” The connection with senior leadership is missing. People get frustrated because they want to contribute the best that they can.

Cherie Williams shared that the systems implementation resonated with her. The technology we use is constantly changing, but there is another layer of systems that involves procedures, policies, practices. There is a huge disconnect. She has had a difficult time finding information when there is no policy or best practice in place. This happens more often than she would like it to. There is room for improvement in business processes, technology.
• Matt Deck shared a systems example and commented on how the university systems do not talk to each other. There is quite a bit of duplication of effort.
• Laura commented that she has heard this from her staff as well.

Janiece Jankowski talked about the unity perspective. Sometimes it is difficult for team members to be flexible when you’re dealing with the union. She also commented on the organizational move of human resources and feels like she has lost a support system.

• Kelli commented that the HR services have not changed and they are still available to support units. The services still exist; they’re just under a new umbrella.

Cherie Williams asked about Human Resources. She sees HR as being strategic to an organization. The move to University Life and Services, seems opposite of what the potential for being strategic is minimal. What is HR’s role at the university? Is it to support business operations or should they align itself with the strategic view of the university?

• Laura said that all support service should be moving in a strategic direction. She recognizes that HR has been reorganized and re-organized multiple times, and it’s still unclear. We need to do something about this. She would like us to be a best practices organization, however, she believes in meaningful change, which involves looking at where we are going as an institution. For example, hiring more people, do we have the systems in place to get there? What does HR need to provide and how does it organize itself to best get us there? Making this kind of change is hard work and we have to ask ourselves hard questions. We, as a campus community, have to have an understanding of what HR needs to be and what it should be doing. We need to go through a campus conversation about HR.
• Cherie added that HR is a great group of people who work hard. HR is an important part of the university.

Janiece Jankowski asked about recruiting the best people and diversity. How does the Academic Excellence Report on Equity relate to all groups across the university? Making sure the search committees are well-trained on looking for diversity and looking for people unlike them to increase the diverse quality of our staff.

• Laura replied that this is important and needs to be applied broadly across the university. The president has formed the Opportunities Advisory Council that is exploring how the university provides opportunities to the community, particularly as we’re expanding. We haven’t yet tackled employment and workforce development. This is critical for the university. A more diverse workplace is always better. How do we do this? First, we have to ask what is not happening now. If we think that we don’t have the employment pool that we think we should have, how do we get there? Laura shared her experience at University of Oregon: hiring, job postings, etc. She reviewed the way they advertised positions and where they advertised. Some simple things in wording may be shutting the door on potential candidates. Need to understand what are the barriers that are preventing us from
getting diverse pools of candidates? It’s often very simple changes that can have a big impact. Sometimes we don’t even have the data to understand where we are.

Arlene Kaukus asked about continuous improvement: from an implementation of Laura’s focus on business process, does she envision starting this in her own area or in others have may have a broader reach?

- Laura said she is considering creating a business process committee where representatives from various departments on campus can work together to identify the top business processes to address. What are they? What are the issues and how do we pick a couple that we could get done in a finite period of time? We can’t them all done at once. But by working on a couple, make improvements, and build some trust with employees.

Mary Henesey commented that we sometimes forget to ask ourselves is what is the problem we’re trying to solve. Even if senior leadership knows the answer to this, it’s not always being communicated to the people on the front lines doing the work.

- Cherie Williams commented on Covey training that she went through years ago. She regularly reminds herself to “begin with the end in mind” and ask herself what is it we’re trying to accomplish.

Ann Marie Landel commented that she would love to see people get more involved in attending events on campus (for example, the president’s address). People know that events are going on, but don’t necessarily feel the support from their managers to attend. So what happens is they never attend these important events. They are then disconnected from the university. She would like to see managers support people in attending these events.

- Mike Randall commented that with today’s technology, we don’t all have to go to a meeting. We should be able to watch events online at our desks.

- Katherine Trapinovski commented that there is a positive impact on the community when we attend meetings/events together. If we’re just sitting at our desks, we’re still building walls and don’t have the opportunity to have a dialogue afterward. We’re missing a sense of community.

- Donna Czaja commented on how her unit is in Crofts Hall and they never see the students they do their work for.

Ilene Fleischman said that while she is not involved in business systems in her position, she is still interested and wonders if the continuous improvement initiative will cut across the university and the vice presidents.

- Laura said yes; we don’t work in a vacuum. The more that we can do to understand how what we do influences others, the better off we will be.
Laura thanked everyone for the conversation. We often don’t ask the question of how we can do things better and how we can help people succeed. Please send any additional comments to Ann Marie; she will send them to Laura Hubbard.

6. Old/New Business

None discussed.

7. Adjournment

Meeting adjourned at 4:25 p.m.
2012-2013 PROFESSIONAL STAFF SENATORS
SIGN IN
November 1, 2012

AREA I – HEALTH SCIENCES

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AREA II – CORE CAMPUS ACADEMIC UNITS

Donna Banach (EC)  
Michelle Chasse  
Kate Doran  
Ilene Fleischmann (Alt.)  
Diane Hoffelner  
Domenic Licata  
William McDonnell  
Joseph Muscarella  
Stephen Puszay  
Katherine Trapanovski (EC)  
Danielle Vegas
AREA III - STUDENT SUPPORT SERVICES

Elizabeth Colucci (Alt.)

Shanna Crump-Owens

Arlene Kaukus (EC)

Kathleen Kielar (EC)

Jeff Kujawa

Susan Mann Dolce

James Mauck

Eugene Pohancsek

James Ramsey

Laura Stevens

Amy Wlosinski

James Zielinski
AREA IV – UNIVERSITY SUPPORT SERVICES

Chris Cheung
Rita Ferri
David Foti
Jim Gordon (EC)
Janiece Jankowski (EC)
John Mondo
Amy Noworyta
Kathleen O'Brien (Alt.)
Pamela Rose
Cherie Williams
AREA V – UNIVERSITY ADMINISTRATION

Lydia Conroy
Donna Czaja
Christopher Decker
Deborah Hard
Kelli Hennasy
Hugh Jarvis
Katherine Kulpa (Alt.)
Erin Lawless
Louise Lougen
Donna Malecki
Amy Myszka (EC)
Sandra Pfahler
Michael Randall
Michele Sedor (EC)
James Simon
Susan Stack
OFFICERS

Laura Barnum
Mary Henesey
Ann Marie Landel

William H. Baumer
Parliamentarian