MINUTES
Boulder Faculty Assembly Executive Committee
October 12, 2015

Executive Committee Members Attending:
Melinda Piket-May, Chair
Bob Ferry, Vice Chair and Bylaws Committee Chair, Acting Diversity Committee Chair
Adam Norris, Secretary and Nominations and Elections Committee Chair
Peggy Jobe, Executive Committee At-Large Representative
Jeff Weiss, Executive Committee At-Large Representative
Paul Voakes, Administrative Services and Technology Committee Chair
Monika Flesher, Budget and Planning Committee Chair
Horst Mewes, Bylaws Committee Co-Chair
Martin Walter, Faculty Affairs Committee Chair
Rolf Norgaard, Instructor-Track Faculty Affairs Committee Chair
Joe Jupille, Intercollegiate Athletics Committee Chair
Philip Chang, Libraries Committee Chair

Liaisons and Guests Attending:
Travis Tallant, Honor Code Council Chair
Michaele Ferguson, Faculty Advisor to the Honor Council
Scott Morris, UCB Chief Human Resources Officer
Bill Kaempfer, Senior Vice Provost and AVC for Budget & Planning
Robert Rupert, Arts and Sciences Council Chair
Richard Bateman, UGGS President
Melinda Markin, UGGS Executive Vice-President
Valerie Musgrave, Boulder Faculty Assembly Assistant
Sierra Swearingen, Boulder Faculty Assembly Coordinator

The Boulder Faculty Assembly Executive Committee held a regular meeting on October 12, 2015 in UMC Room 245. Chair Melinda Piket-May presided. The meeting convened at 4:00 p.m. and adjourned at 5:30 p.m.

I. Chair’s Report - Melinda Piket-May

- Several new BFA committee members were added at the October BFA meeting.
- The Academic Affairs and Diversity Committees do not yet have Chairs.
- The Chancellor's State of the Campus Address is 7:30 a.m. tomorrow.

II. Committee Updates and Discussion

BFA Budget and Planning Committee
Committee Chair Monika Flesher reported that:
- The committee is working on a set of recommendations to C.F.O. Kelly Fox, of areas in which the Campus could invest that simultaneously meet the priorities of student success, revenue diversification, and advancing UCB’s reputation.
- The committee will be working with a space utilization committee to improve use of academic space and standardize office space and locations.
BFA Intercollegiate Athletics Committee
Committee Chair Joe Jupille reported that the committee’s topics this year include:
- new construction projects,
- new procedures in the Herbst Academic Center with regard to grade changes,
- monitoring student athletes’ spring semester grades,
- facilities changes, including more academic space and student advising space,
- Athletics’ requests for faculty feedback individual student athletes, and
- a possible new center within Athletics and its faculty board: the Rogers Center.

BFA Administrative Services and Technology Committee
Committee Chair Paul Voakes reported that the committee’s work includes:
- a survey faculty needs with regard to technology, in partnership with ASSET,
- how technology might assist with the Campus’ communication challenges,
- summarizing and responding to the Provost’s communication report.¹

BFA Bylaws Committee
Committee Co-Chair Horst Mewes presented draft revisions that the committee has considered in recent months, and requested feedback on the revisions be framed as specific, practical proposals to be submitted to the Committee by October 16th.

III. Special Report: Honor Code Chair Travis Tallent

Tallent reported the following about the Honor Code’s proposed revisions:
- The revisions were developed with help from University Counsel.
- The Campus Ethics Committee and CUSG have approved them.
- Revisions include changes to support inclusivity, to address new kinds of academic fraud, to clarify which campus entities have jurisdiction, and to add clear timelines and deadlines for both faculty and students.

Discussion followed. The Student Affairs Committee will examine the revisions and make a recommendation as to their acceptance by the BFA.

IV. Special Report: Chief Human Resources Officer Scott Morris

Morris, provided a handout of H.R.’s strategic objectives [addended below] and led a question-and-answer session.

V. Adjournment

There being no further business, Piket-May adjourned the meeting at 5:33 p.m.

Respectfully submitted by Sierra Swearingen-Todd, BFA Coordinator.

HR STRATEGIC OBJECTIVES

STRATEGY #1: Optimize our current workforce investments and minimize waste.

a. Align the thinking of campus managers behind a shared view of workplace challenges & the philosophies and strategies to address them (including and especially executives, deans & vice chancellors).

b. Preserve resources by eliminating unnecessary duplication of personnel administration services across campus.

c. Reduce labor intensive transactional activities, by automating processes and standardizing tools across campus (some examples: - I9, time tracking, leave tracking, account provisioning, etc.).

d. Ensure that communications are accurate & consistent, have impact, and that information is easily accessible.

e. Better integrate communication practices and service offerings with the CU System.

TACTICS

STRATEGY #2: Hire the best talent for the campus.

a. Create a clear and compelling case for working at CU. Communicate the message broadly to those outside CU.

b. Reach a diverse audience of potential candidates. Consistently expand our outreach efforts.

c. Increase adoption in departments of proven practices for selecting the right people for the right roles.

d. Use objective assessments (data) to improve the accuracy of technical and behavioral fit in selection.

e. Engage in a thoughtful and deliberate succession planning effort. Create frameworks, guidance, and tools which facilitate managers’ efforts to identify and develop employees with high potential.

f. Prepare for the workforce CU will require through an in-depth planning process with campus senior managers.

TACTICS

STRATEGY #3: Foster a campus culture which raises engagement, and continues to build a great place to work.

a. Minimize time to high productivity for new faculty & staff by increasing the effectiveness of onboarding activities. Ensure new faculty and staff feel prepared to succeed.

b. Implement an approach to performance management which consistently raises the bar on staff performance while improving trust between staff and their respective supervisors.

c. Develop compensation programs which use data and data-driven processes to raise management confidence. Ensure that the Boulder campus has a well-articulated, well executed compensation philosophy.

d. Develop policies, practices, and tools that support internal mobility and campus-wide career paths.

e. Develop a specific understanding of the perspectives of under-represented minority employees and utilize that knowledge to inform retention, recognition, professional development, and support programs.

f. Adopt a total rewards mindset. Proactively reinforce our employment value proposition with faculty & staff.

g. Create an integrated system of reward & recognition programs (campus, division, and department) which reinforces campus strategy & values, and celebrates individual & organizational success.

TACTICS

STRATEGY #4: Maximize the capabilities of each college / division, & the knowledge & skills of the individuals working in each.

a. Embed high-level HR generalists (HRBP) within colleges & divisions, to support and facilitate the strategies and direction of each dean and vice chancellor.

b. Offer a suite of organizational development services, on which division and department managers can draw to improve operating effectiveness (climate assessment, organizational design, change management, facilitation).

c. Design and implement training programs which help to ensure that CU has the highest skilled and most knowledgeable supervisors in higher education (including faculty who supervise the work of others).

d. Focus training investments on programs which specifically address workplace challenges observed across the CU Boulder campus.

e. Design professional development programs which have rigorous learning objectives and measurable outcomes.
ADVANCING THE HR STRATEGIC PLAN

The HR Strategic Plan comprises four strategies and 23 tactics. The strategies we are pursuing are substantial enough that fully realizing them will require 4-5 years. The 12 projects listed below will be our focus during the 2015-2016 fiscal year. Each of the projects helps us to advance one or more of the strategies.

For more information go to www.colorado.edu/hr/strategicplan

<table>
<thead>
<tr>
<th>STRATEGY 1</th>
<th>STRATEGY 2</th>
<th>STRATEGY 3</th>
<th>STRATEGY 4</th>
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<tr>
<td>Optimize our current workforce investments and minimize waste.</td>
<td>Hire the best talent for the campus.</td>
<td>Foster a campus culture which raises engagement, and continues to build a great place to work.</td>
<td>Maximize the capabilities of each college / division, &amp; the knowledge &amp; skills of the individuals working in each.</td>
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Initiatives being executed between October 2015 – June 2016

1. Hire new talent into senior HR roles.
2. Redesign the hiring process.
3. Redesign our approach to performance management.
4. Redesign the new employee onboarding experience.
5. Place three HR Business Partners with Deans or Vice Chancellors.
6. Launch a transaction processing center to take workload from colleges and units.
7. Use data to inform decisions, and to bring key workforce issues to campus leadership.
8. Design a faculty & staff engagement survey.
9. Reinvent the HR website.
10. Increase the impact of employee development programs.
11. Design an exit interview.
12. Increase campus leadership’s connection to our Affirmative Action plan.
**HR’s Mission:**
We exist to create success through others. We contribute leadership, ideas, and services that allow each person – whether an individual contributor or manager; a member of the faculty or staff – to do what he or she does...better.

**Our Vision:**
Our vision is to be a strategic partner to the people we serve. Through that partnership we will achieve Campus goals, contribute to the transformative role our faculty and staff play in the future of our students, our community, and the world; and maximize the potential of every individual to be exceptional at what they do. We are striving for a future in which...

...we seek to understand what our constituents need and why they perceive the need.  

*This is being invested in other’s success.*

...we have built confidence through consistency and reliability.  

*This is being a quality service provider.*

...we find ways to balance the interests of the Campus as a whole with those of its divisions.  

*This is being creative in our approach to problems.*

...what we contribute makes the whole greater than the sum of the parts.  

*This alliance is a strategic partnership.*

**The Behaviors We Value**
We understand that every day we engage in part of a journey. We believe that as we are able to more fully embrace certain behaviors, the more effectively we will live our mission and the closer we will move to achieving our vision for the future.¹

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<thead>
<tr>
<th>Problem Solving</th>
<th>Innovating</th>
<th>Conscientiousness</th>
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<td><strong>Some ways we will recognize it...</strong></td>
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<tr>
<td>Takes time to define the problem.</td>
<td>Actively debates.</td>
<td>Challenges the status quo.</td>
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<td>Unafraid to ask questions.</td>
<td>Takes calculated risks.</td>
<td>Explores &amp; builds on ideas.</td>
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<td>Repeatedly checks for understanding.</td>
<td>Learns from mistakes.</td>
<td>Practices creativity.</td>
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<td>Regularly re-evaluates.</td>
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<th>Collaborating</th>
<th>Teaching</th>
<th>Owning</th>
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<td><strong>Some ways we will recognize it...</strong></td>
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<td>Differentiates between collaboration and cooperation.</td>
<td>Connects people.</td>
<td>Discovers what the learner knows.</td>
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<td>Builds trust through good follow through.</td>
<td>Adapts to their collaborators.</td>
<td>Considers what is going to be tough in the learning.</td>
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<tr>
<td>Searches for opportunities to share information.</td>
<td>Makes tough decisions that don’t disenfranchise others.</td>
<td>Recognizes that people learn over time.</td>
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¹ A complete behavioral definition for each behavior exists.