

Classified Personnel Council Meeting
Thursday March 17, 2022. 1:00 pm – 3:00pm
FY22 Regular Monthly Meeting
Microsoft Teams & LSC 328



**CLASSIFIED
PERSONNEL COUNCIL**
COLORADO STATE UNIVERSITY

Attendance:

- | | |
|---|---|
| <input checked="" type="checkbox"/> Jim Abraham, Environmental Health Service | <input checked="" type="checkbox"/> Brian James, CSU PD |
| <input checked="" type="checkbox"/> Stacey Baumgarn, Facilities Management | <input type="checkbox"/> Chuck Johnson, Facilities Management |
| <input checked="" type="checkbox"/> Kristin Berthold, Chemistry | <input type="checkbox"/> Valerie Lewis, CU School of Medicine at CSU |
| <input type="checkbox"/> Amy Bruning, Human Resources | <input type="checkbox"/> Amber Lobato, HDS Facilities |
| <input type="checkbox"/> Jeff Cornelius, Housing and Dining Serv. | <input checked="" type="checkbox"/> Adrian Macdonald, Statistics |
| <input type="checkbox"/> Nancy Cowley, Lory Student Center | <input type="checkbox"/> Chuck Richards, CSU Police Department |
| <input type="checkbox"/> Brandon Fuller, Housing and Dining Serv. | <input type="checkbox"/> Kate Stevens, Political Science |
| <input checked="" type="checkbox"/> Wayne Hall, ACNS | <input checked="" type="checkbox"/> Meg Skeeahan, Dept of Accounting |
| <input type="checkbox"/> Abby Davidson, Registrar's Office | <input checked="" type="checkbox"/> Lourdes Zavala, Access Center |
| <input checked="" type="checkbox"/> Eva Hybiak, WCNR | <input checked="" type="checkbox"/> Alisha Zmuda, Student Disability Center |
| <input checked="" type="checkbox"/> Julia Innes, Facilities Management | |

Ex-Officio Members, CPC Volunteers and Guests:

- | | |
|---|--|
| <input checked="" type="checkbox"/> Kelly Hixon | <input type="checkbox"/> Tammy Hunt, Office of Policy & Compliance |
| <input type="checkbox"/> Sarah Olsen, APC Chair | <input checked="" type="checkbox"/> Sonjia Cervantes |
| <input type="checkbox"/> Sue Doe, Faculty Council Chair | <input checked="" type="checkbox"/> Brooke Maker |
| <input type="checkbox"/> Christie Mathews, APC Representative | <input checked="" type="checkbox"/> Codi Delgadillo |
| <input checked="" type="checkbox"/> Robyn Fergus, Human Resources | <input type="checkbox"/> Cameo Banks |
| <input checked="" type="checkbox"/> Kerry Grohman | <input checked="" type="checkbox"/> Chelsea Hansen |
| <input checked="" type="checkbox"/> Janet Porter | <input checked="" type="checkbox"/> Scott Shrake |

Attendance was taken during the meeting via Teams. Please connect in if there are any changes that need to be made.

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Meeting Agenda

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[CPC Announcements and Updates](#)

- [Approval of CPC 2.17.2022 Meeting Minutes](#)
- [Financial Update – Meg Skeeahan](#)
- [Recruitment and Elections](#)
- [Employee Housing Survey](#)
- [HR Update – Robyn Fergus](#)
- [Colorado WINS update – Cameo Banks](#)

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- [Communications](#)
 - Action Items/Takeaways
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 - Action Items/Takeaways
- [Legislative](#)
 - [Action Items/Takeaways](#)
- [Employee Engagement and Experience](#)
 - [Action Item/Takeaways](#)
- [Executive](#)
 - Action Item/Takeaways

2-3PM Courageous Strategic Transformation – Scott Shrake

- Action Items/Takeaways.

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Call to Order

CPC Announcements and Updates

Approval of CPC 2.17.2022 Meeting Minutes

- Not approving minutes until we gain clarification from Cameo on statements about Facilities Management managers.

Financial Update – Meg Skeehan

- There is a charge for the post cards that we sent out.
- Will be purchasing an OWL for CPC.
- In the past we have done a lunch for CPC meeting members.
 - We might try to do that this spring.
 - Might try to provide food at our awards luncheon which would be at the end of the fiscal year.
- We will also plan our trip to the State House.

Recruitment and Elections

- We sent out postcards and put something in the Communicator to hopefully get applications.
 - Have been trying to get the word out.
 - Have asked for applications to be submitted by the end of this month.
- We do have a few members leaving the council, so we do need to try and get more people to join us.
- Please spread the word if you think you know someone who might be good.
- We will also have officer elections next month.
 - The chair position gets a \$6000 dollar stipend
 - Vice Chair gets a \$3000 dollar stipend
 - Also have Treasurer and Secretary who make up the Executive Committee.
 - All positions will be up for election next month (April)
 - Adrian will send some information on how to self-nominate.
 - You can always self-nominate from the floor.
 - If you are interested in self-nominating, we need that to happen by the end of the month March 31st.

Question:

- **Julia:** What happens if no one nominates for a role? Does it sit empty?
- **Adrian:** We would hopefully find someone to take it over.
- **Nancy:** They ask one of the members to take it on.

Employee Housing Survey

- Debbie Mayer provided a presentation to the Chairs and Vice Chairs yesterday 3/16.
 - If you were unable to attend yesterday, there will be another session on 3/29 to APC and Faculty Council.
- Presentation talks about the results of the Housing Survey that we were sent back in the end of summer/early fall
 - There is a project on Timberline that we have been hearing about for a few years.
 - Another potential project at Horsetooth and Ziegler
 - This is a replacement of what they were hoping to do at Hughes Stadium, but on a smaller scale.
 - Not sure if there is a demand for rental properties
 - Trying to find out if people would be interested if they put in more employee housing in that location.

Questions:

- **Julia:** Can any State Classified go to the meeting on the 29th with Debbie Mayer or is it just for CPC, APC, and Faculty Council?
- **Adrian:** Adrian will ask. Faculty council is almost 100 people, and APC is rather large as well. Not sure if they have space for that many people to join.

HR Update – Robyn Fergus

- Adrian sent over a couple of questions to Robyn about the service model at the HR offices.
- First question: There was a question about how the different services work for folx who are not inclined to use technology.
 - Located in 555 S. Howes on the second floor.
 - We have 2 – 3 people at the service center.
 - Working on hiring another person for the team. Will hopefully have a 3rd person back on the team Thursdays.
 - Monday – Friday 7:30AM – 4:30PM
 - Always have an in-person presence so walk in traffic is welcome.
 - They are also responsible for answering phones and high email volume.
 - Strive to respond within 24-48 hours.
 - Service hours change a little bit during different parts of the year to support differently.
 - Open enrollment might be a little different due to surge in support.
 - Began to offer virtual appointments during the Pandemic. Now you can schedule virtual appointments.
 - Have a variety of options to work with you
 - Since the pandemic most appointments are virtual.
 - Some of our retirees are more likely to walk in, has not changed significantly.
 - Digital approach seems to be what folx are moving towards.
 - In the summer sometimes those office hours are adapted, but we have not had a conversation about what that looks like for this summer.

- Second question: How are nonexempt employees or front-line service employees encouraged to engage in activities on campus?
 - If someone is a food service worker or they are covering a desk, we would ask that you partner in advance with your supervisor about attending an event.
 - Is there a flexible arrangement that we can work out for that event?
 - For example: Would like to attend Fit Life making sure you have coverage and can flex the time.
- **Kristin**: Is there consistency across campus as whether someone gets paid to do professional development/ seminars or do they have to take off during those times? Is there some consistent messaging around that for supervising?
- **Robyn**: I think that there is some language around this in COWINS agreement around professional development, in particular. It depends on many factors; length of time, nature of the work, does it fit in with the business needs. If you were to say that there is a professional development 2 hours in length and is directly related to the work and there is the opportunity for the university to cover that, prearrange that with your supervisor and make a plan. Not a universal approach - very dependent on the work that you do and the department you work in.
 - The answer would be that it depends.
 - Supervisor might say need to do on your own time if it is not related to the job.
 - If there is a seminar or conference directly relating to your role in the University that would help you grow, whenever possible we would expect supervisors to support those activities within reason.
 - Can't say it is equal across the University because it is dependent on those different factors.
- Third Question: CPC had Joe Parker come to our meeting a couple months ago, and there was an ask from CPC about the hiring process for Athletics. Athletics can hire a coach within 3 days, but it takes State Classified position weeks to months to get hired. Joe's response was this is how it works in Athletics, and he does not determine this. We understood this, but what concerned us most is there seemed to be some character issues with the last coach, and we were wondering how they can look into that on such short notice.
 - **Julia**: Curious about the timeline, wondering how they figure in diversity and ensure that it is equitable when they are hiring someone in 3 days. Seems like it is hard to do that on a longer timeline. Joe Parker couldn't really speak to that and just stated that there was a consultant.
- **Robyn**: Was not part of the hiring of the previous coach - was right before Robyn's employment at CSU.
 - In general Athletics are "At Will" employees and have a contract. State Classified Employees are very much governed by the State Board Rules and the COWINS partnership agreement.
 - "At Will" employment for coaching allows for greater flexibility to terminate someone if an individual is not working out for whatever reason; it allows for more room to terminate. We do not want to do this without cause.
 - Previous Coach did have some performance issues and other things that went on.

- Behind the scenes this was not just 3 days. There were things going on behind the scenes, search conversations were happening. We do want to hold a fair process.
 - In terms of any hire for the University, we conduct reference checks to ensure that we are hiring people who represent our University in the best light. To learn how someone has performed and showed up.
 - This is more than job performance, but also how we interact with our colleagues and individuals across different spaces. Want to make sure we are doing our due diligence and making the best investment for the University.
 - There are references checks that occur, how we interact with other colleagues, students, all of these are important to make sure that we are making the best decision for our community.
 - The coaching world is a little different and coaches are contract employees and “at will”
- **Julia:** Thanks Robyn, it sounds like we misunderstood the hiring process. I guess another question is, are there other areas on campus/CSU that are fast tracked?
- **Robyn:** In terms of the search protocols for AP, Faculty, and Research positions there are different types of searches that are outlined on Office of Equal Opportunity (OEO) website.
 - National search – has specific criteria, must advertise for a specific number of weekends.
 - Internal – timeline that OEO publishes
 - Internal Promotions: Pay Transparency
 - Must abide by Equal Pay for Equal Pay for Equal Work Act. – need to abide by this in all situations but specifically with internal promotions.
 - This includes a pay transparency component
 - Post jobs on our internal job board so that folks know what the salary is.
 - There are defined timelines that OEO provides for State Classified Employees that is determined by the State and COWINS partnership.
 - COWINS partnership – organizations within the partnership agree to post jobs within a certain time frame and outlines the number of days that the positioning needs to be posted for.
 - We do have governing time lines for AP and State Classified timeline.
- **Jim:** Athletics is hiring on a contract basis. Are there any other areas on campus that would hire in a similar fashion as Athletics?
- **Robyn:** Limited to a certain number of contracts per employer.
 - This is governed by state law.
 - President and other senior leadership roles exist in a similar dynamic but would need to look at what the numbers are.
- **Jim:** So, it sounds like Athletics and upper level Administration are contract based?
- **Robyn:** Yes, there are several. President and athletic coaches. This is not atypical for the process at CSU.
- **Adrian:** Adazio was fired on the 2nd of December and the new coach was announced on the 6th. What was happening behind the scenes to allow that hire in more than 3-4 days?

- **Robyn:** Robyn can't speak to all of the activities, guessing that Joe did not make the decision about letting Adazio go on the 2nd, and not Robyn's place to share. There might have been performance issues during the season.
 - The team wasn't doing well, and it was pretty visible.
 - Can imagine that conversations within the world of athletics are ongoing. If team records aren't strong there is a conversation happening long before the decision is made.
- **Adrian:** Question about Juneteenth. It was written in the collective bargaining contract that we get it off in June of 2023, but have heard that there is possibility that we could be celebrating this June do you know anything about that?
- **Robyn:** Have heard that there is a bill floating around the legislature about this and declare Juneteenth a holiday in Colorado. There seems to be a lot of confidence that the bill will pass.
 - If the bill does pass, we will determine how we will honor that.
 - It is an important holiday, right now we have 10 holidays, and this would make 11 that we would observe.
 - Believe that this is a highly supported bill and believe should hear soon.
 - The University clusters some of our holidays to better align with our calendar and academic year, but don't have any inclination that we would observe this on a different day.
- **Kristin:** Robyn, right now not seeing those walk-in hours on the website, if possible, having the office hours/walk-in hours on the website may be helpful for those that prefer to come directly to the office. I also think the virtual appt option is great so advertising that could help folks!
- **Robyn:** Thanks for that suggestion. I will meet with the Team and see if we are planning on publishing that. It used to be on the website, so Robyn is surprised it is not currently on there.

Cameo Banks, Colorado WINS CSU Steward

- Cameo is unable to join CPC Meeting today.
- Adrian does not have any COWINS updates.
- **Sonjia:** Working on getting a district wide meeting set up.
 - You will likely receive an email or a text about this meeting.
 - District: 5 counties: Larimer, Weld, Adams, Boulder and Broomfield.
 - <https://www.coloradowins.org/about/>
 - Will reach out to those counties individually to try and hold a meeting.
 - Typically hold two – will be doing a meeting for each county.
 - Have not discussed if they will be in person, virtual or hybrid. Sonjia prefers in person to allow for meeting folx face to face.
- **Julia:** I learned that Karle is no longer a COWINS steward. They had to step away from that role. Are there any others - or it just Cameo as our steward?
- **Sonjia:** Sonjia and Ivy have a meeting tonight with the weekly update. Will email with that information so that Adrian can disseminate it.
- **Adrian:** The counties look a little different. Do you know did they have a redistricting?

- **Sonjia:** Fairly new to COWINS and still learning, but think that there was a redistricting that happened.
 - Have had one meeting with the executive leadership team.
- **Jim:** Has COWINS reached out to CSU to begin the collective bargaining process? Understood that COWINS was going to work with individual entities.
- **Adrian:** Had heard from Ivy that CSU would be one of the first to enter into a side agreement conversation, but has not heard anything more about when that would begin. I think this is what Jim is asking about.
- **Sonjia:** Sonjia will touch base with Ivy about this, and will include it in the follow up to Adrian.
- **Julia:** There was comment in APC meeting about AP employees joining CO WINS... President McConnell mentioned this and that they had been in conversation but nothing firm on this.
- **Sonjia:** There are a segment that are “prohibited” can’t be full members of COWINS as a State Classified Employee can be. They can still join the Union, but I would defer to Ivy about providing the specifics about the membership and what it means.
- **Adrian:** There was a bill moving through the legislature that would make it easier for all employees in the state to unionize. Were they talking specifically about COWINS or something else.
- **Julia:** This was said in an APC meeting by President McConnel. APC seemed pretty surprised and interested in joining COWINS.
- **Sonjia:** Julia, can you provide information on that date of that meeting? We have an APC representative that attends meetings with COWINS. Will follow up with folx.
- **Julia:** It was on Monday.
- **Robyn:** Robyn was not able to attend monthly meeting on Monday when President McConnell was there.
 - Adrian is correct there is a separate bill moving through the legislatures, has gone through in several years but has not come to fruition, and it is a bill supporting other state employees to unionize.
 - Robyn’s understanding is that the AP group likely would not qualify under COWINS under today’s environment because of the nature of positions that are covered.
 - Robyn came and talked to CPC about covered vs. non covered positions under the State Classified ranks.
 - Three categories: Executive, management, and confidential. The roles themselves would have significant managerial or executive function even though they are under the State Classified Employee group. They might also have information related to bargaining that would fall under this category, executive assistant, paralegal, etc.
 - These folx are not covered under COWINS.
 - This terminology is under State rule and within the COWIN agreement.
 - 2010/2011 – exempt jobs outside of State Classified Employment.
 - Certain jobs can turn into AP roles under specific criteria. There might be some confusion on how that all fits together.
 - There are factors that separate AP and State Classified. Should the legislation come through there would be a separate process that COWINS just went through to be ratified as a Union.

CPC Committee Reports:

Communications – Kristin Berthold

- Eva: Just a reminder please send any events that we can put on Facebook to Eva or Kristin.

Action Items/Takeaways: Send in items for Communications to post to Facebook!

Employee Recognition – Nancy Cowley

- Had to delay meeting because of everyone taking time off for Spring Break.
- Julia, Stacey and Meg have been working on list of all recognition and awards on campus.
 - This will be searchable you will be able to search through it and see awards in different areas on campus. Will be going through a process to figure out if certain folx are still the contact for different awards.
- Have some Positive Action Awards that we are bringing to CPC in April to vote on.
- Outstanding Achievement Award – 5 that have been selected
- All major University awards will be

Action Item/Takeaways: If you can think of a group or person who would be great for a Positive Action Award, please connect with Meg or folx on the Recognition committee with questions. You can also nominate Everyday Heroes as well!

- Make sure you're reading Julia's posts on Day in the Life!

Legislative – Adrian Macdonald

- Will get meeting together to start planning a trip to the state house. Will connecting with legislatures about the best time to be there.

Action Items/Takeaways:

Employee Engagement and Experience – Meg Skeehan/Alisha Zmuda

- Have not met – will be connecting after Spring Break
- Adrian will forward information about staffing a table during Employee Appreciation on to EEE.

Action Items/Takeaways:

Executive – Adrian Macdonald

- Already covered most of the Executive things.

2-3PM Courageous Strategic Transformation – Scott Shrake

- Thank you for joining today! You are the first group we have connected with post Courageous Strategic Transformation (CST) unveiling.
- Permanent home is in the College of Business and half time in the President's Office as a fellow for VP Janelle Bevers.
 - Helped get the CST across the line and now trying to figure out how do we make this a reality. Looking to find alignment across the University.

- Process of CST
 - Janelle has connected with this group a couple of times, and you are a priority group that we want to involve and get your expertise on as we went through this process.
 - Thank you for making this a priority.
 - One of the things most excited about was the amount of alignment/in common that we had.
 - Had many themes emerge that were unified and heard across campus by students, faculty, staff, AP, State Classified.
 - There are a lot of really nice things that rose to the top.
 - Have themes that are important to us – the people first and foremost that make us run
 - Finding operational efficiency.
 - Innovation – within units and in classrooms
 - Impact that we have outside and inside our walls.
 - Scott was incredibly excited by this alignment – were able to unearth it and bring to the surface.
- Scott brought a slide show about the CST.
- Background of CST
 - Will talk about the 4 strategic imperatives that have risen to the top and then how we plan on implementing this.
 - Highlight: as far as we know; this is the largest and most inclusive strategic planning process that has been done by an R1 University. A lot of meetings, surveys, proposals, etc. made this possible.
 - Wanted to hear all voices.
 - This is not going to stop. CPC is the first meeting Scott has gone to, but it won't be the last. You will continue to see us as we try move to pull this off.
 - Please continue to reach out to us.
 - 2 themes emerged
 - Sustainability and Health – big trends that emerged through the drafting groups.
 - JEDI – who we are and what we do at CSU – woven throughout the CST.
 - This is who we are and what we do at CSU.
 - Values: Added to the Principles of Community
 - Belonging, Curiosity, Thriving, Engagement and Excellence.
 - Still committed to Principles of Community but want to evolve it.
 - Want to give reverence to past and still move forward
 - Commitment:
 - Sustainability and climate change
 - Safe and secure food production
 - Animal, plant, and human health
 - Individual and community strength
 - Equity, social justice, inclusive excellence, and human rights.
 - Log cabin image, had 14 different drafting groups and pulled it into 4 strategic imperatives together.

- Health is a priority that we continue to hear whether physical or mental. How can we create a healthy workplace environment?
 - Social and Cultural Insights
 - Importance of arts, humanities and sciences.
 - Catalyze and Grow
 - How do we make our impact go beyond our walls?
 - Critical Thinking Skills to address challenges
 - Continue to see unprecedented times and address them.
 - CSU has done a good job of engaging in institutional agility through COVID that peers were not able to do as well.
 - Education that evolves.
 - Can't rely on what we have been doing for 100s of years to teach future.
 - How and where we are driving/moving forward is being determined by the provost office.
 - Can't continue as we have in the past.
- Impact
 - Make sure we are serving our community nationally and locally.
 - Scott would like us to be the national model for a Land Grant University
 - Being the Connector
 - Make sure we are really embedded in the community.
 - Regionally, locally, and nationally.
 - Be where we are needed
 - Educating the work force in all corners of the state
 - Aligning our giving with our priorities
 - Fundraising for things that are important for who we are and where we want to be.
 - Leveraging our place
 - How do we best use those to best suit the people we support?
 - Bringing Communities together
 - How do we find community?
 - How can we make sure we're pulling and leaning into our strengths and bring people/ communities together?
 - Address rural and urban divide that we are seeing across the country
 - Sustainable contributions to the world
 - Leaders in sustainability and leave positive tangible contributions to the world.
 - Final thoughts:
 - Make sure that budget matches strategy
 - Culture diverse excellence
 - Mission shapes decisions.
- This was a very fast sprint of hours that went into making the CST a reality – this is living breathing document

- This is version one and we will continue to convene drafting groups to continue this process.
- Looking forward to questions and can't thank you enough for being an integral part of this process.

Questions:

- **Jim:** Would like for you to start with the questions that we sent over.
- **Scott:** Few questions about the budget: Page 10 of Operation Framework document outlines the budget process.
 - Question about consultants:
 - Scott will lead with that he has been a consultant and is a little wary of consultants.
 - Sometimes there are moments that you can use a consultant effectively, budget remodel is one of those.
 - Internal financial group will come in and help guide that process along with a new CFO.
 - CSU is a MacGyver University in some instances, but don't want to do that for the budget.
 - A full comprehensive budget reform is something we want to take seriously.
 - There were a couple of questions about what is being considered about State Classified employees and how we create bandwidth.
 - Hope is that by taking a look at some of the efficiencies and inefficiencies is that we can debunk the system to make all of our lives a little easier and create some bandwidth.
 - There are some state rules that we are beholden to
 - State Classified population has strengths and weaknesses and know that this is a group that we are really focusing on to help feel successful and welcome.
 - Scott's wife is a State Classified Employee, and he does have some empathy for this group of folks.
- **Robyn:** Echo what Scott has already shared.
 - Will continue to look at stop start continuum exercises.
 - Marsha and her team through Talent and Development are happy to host those conversations with departments, units, divisions etc.
 - From a systems perspective we have a lot of outdated processes and systems that do not lend themselves to efficient practices that can be looked at and hopefully reworked.
 - Opportunities to work smarter not harder.
 - There is a bill running through the legislature right now around innovative compensation practices.
 - There are things that we can and can't do, but it seems that the state is really looking at how we can do things different. State wants to partner with agencies in Higher Ed.
 - There is a real opportunity coming out of the pandemic to look at what has historically not worked.
 - The work that we talk about often in the CPC group is an important piece as we journey through the CST and making sure that your voices are at the table.

- This is an interactive process – living breathing transformation effort and we all have the opportunity to provide voice to this effort.
 - Ideas are welcome.
- **Scott:** Do want to continue to emphasize that ideas are welcome
 - Wanted to help pull a vision to the surface and clearly elaborate what this vision is.
 - This is a campus wide initiative
 - Voices are invaluable. We will be pulling folks who are in the know to help with this.
- **Scott:** There was a question about Professional Development
- **Robyn:** Marsha Benedetti and her team evaluate the offerings that the Talent and Development Team provide annually.
 - Really looking at the Supervisory Development Program
 - Update content to make it more relevant as things have changed over the past few years.
 - Continuously adding courses and Just in Time training
 - Professional development is ever evolving and if there are more ideas or resources would be happy to entertain those.
 - Marsha meets with a group across the university that do training – hope to align content with where we have gaps and really solicit feedback and needs.
 - Also does a survey that collects information annually as well.
 - The work of the PDI space is something we continually are looking at and where we are spending a lot of time right now due to the Pandemic.
- **Scott:** Would add that he is impressed and inspired to the commitment to professional development that the President's office has taken.
 - Scott is an example of this in this Fellowship.
 - Scott also runs the Executive Education Program through the College of Business, and we are continually looking at how we can pull some of that information for the University.
 - Heather Reimer - one of the fellows for Ann Claycomb - how do we continue to evaluate our PDI programs?
 - There is a commitment to it and these changes do take time.
- **Scott:** Questions about Living Wage, Robyn would you be able to help with this question and Stacey can you elaborate?
- **Stacey:** (from chat) My apologies that I did not submit my questions in advance but, if time allows, I have two 1) regarding a process to submit feedback to the listed KPI's and 2) a question specific to a living wage. Thanks if possible.
 - There is a KPI that says MIT living wage calculator – a Living Wage Calculator, but how is CSU going to use it?
 - Stacey continues to ask this question:
 - CPC, APC, and faculty council were very instrumental in the University adopting a living wage in 2019.
 - Annually since this happened we have made requests via the Councils, to the Presidents Council on Culture, RBEI initiatives, and any opportunity we can. We have continually asked for a consideration to annually evaluate salaries relative to the MIT living wage calculator.
 - Not asking for an increase but rather an assessment.
 - When Stacey saw Living wage mentioned in the KPI's, he would like to know if and how you plan on measuring that? How would you use the tool? Can CPC provide

input on how to use the tool to inform future and other decisions to ensure that all employees are making a living wage or better?

- **Scott:** Thank you for the clarification. Very interested in making sure folks are making living wage.
 - Can empathize with comment but out of scope as a fellow (question 1).
 - Yes, we would love feedback. Interested to hear your process to submit feedback on KPI's. KPI's are not set in stone, and we do anticipate a decent amount of revision.
 - We are not going to stop asking you all for help.
- **Robyn:** Yes, I am aware of the comments that Stacey has referenced.
 - More conversation around this topic and around KPI's
 - This is a big part of the desire that has been expressed in the past.
 - We want to monitor this and track it and see how we are keeping pace.
 - President McConnell – wants to hire a Compensation Leader and Analyst. This was part of the reason behind the HR spinoff.
 - Now that we have the partnership with COWINS – State Classified world is heavily linked to what goes on at the state level – but in that side agreement could we have a conversation where we solidify our agreements.
 - Fully support the direction of figuring out a benchmark
 - All ties together to be an employer of choice in the region, state, and nationally and keeping pace with the changing market.
 - We are in one of the most dynamic markets of our careers and the state is highly tuned into this.
 - The Compensation bill that was mentioned earlier speaks to innovative compensation practices.
 - Trying to support the paid FML act that has previously failed also goes into this act.
 - Looking at total compensation
 - There is a lot going on in the space right now on the state level along with the work we are doing as an institution right now.
- **Stacey:** Thank you both. I will take that as an invitation and look forward to engaging in this continued process.
- **Scott:** Also has questions about KPI
 - There is some work that needs to be done there
 - Transparently we want that feedback about the KPI's is important because we are unsure of where we are at.,
 - Had 100s of people involved in drafting groups
 - Sourced goals.
 - Messaged together with different part of campus
 - Some groups did a great job as what their metrics will be while others did not.
 - Wanted to make sure we had a base line to start rather than saying we don't want to quantify that.
 - Document will continue to be worked on.
- **Julia:** Here is a question I have in addition to the questions we all submitted - and this type of question also came up at the APC meeting on Monday. Don't need to address now, but if you could address it at some point (perhaps follow up email to CPC), I think it would help explain intent of how language is used by CSU administration:
 - In the following strategy/priority, the CST operational plan refers to "employees" in general, but in the other locations in the plan it separates out faculty and staff, even when speaking

generally. Can you speak to the intent behind differentiating between "faculty and staff" versus "Faculty, Administrative Professional, and State Classified" or simply "CSU employees"? For example, with "Metric 1.2.a.3 Faculty and staff retention rates," why was that specific language used rather than "employee retention rates" or "Faculty, Administrative Professional, and State Classified retention rates"?

STRATEGY 1.2.B Establish attainable housing program to attract and retain university employees.

PRIORITY 1.3 EVERYONE BELONGS

We will cultivate an inclusive climate conducive to the recruitment, retention, and success of our students and employees

- **Scott:** Have hundreds of folks connecting
 - Great thing about this is we had folks provide really great metrics
 - This is the part of the document we need to pull people around and continue to add to people's plate when they are already involved in a lot.
 - Julia, to your point we have a lot of different authors of this document
 - There is not a purposeful distinction of how this was set up – not intentionality behind this.
- **Adrian:** This was brought up in the executive leadership meeting
 - Trying to move towards using employees.
- **Scott:** Want to make sure that we are getting all the right voices in the same spaces together, Stacey's work has been instrumental in that space.
 - There are rumblings about a sustainability working group coming together
 - Trying to make this as inclusive as possible and pull together the appropriate information there.
- **Scott:** Can you provide examples that led to ELT to suggest a different budgeting refresh?
 - Common reframe from Deans and department leads/directors.
 - Budget handcuffs us and doesn't allow us to be as nimble as we would like to be.
 - College of Business has done a cool job of creating a budgeting for strategic outcomes.
 - There is not anything like this at the University level.
 - Want to add transparency and agility to a budget to embark on this that the University finds as a priority.
- **Question:** Inspirational Proposals
- **Scott:** Inspiration proposals - we were able to fund 2 that were a priority due to donor funds.
 - The budget process itself did not allow us to do that. We were able to do that with outside donors.
 - Would like to have internal funding
- **Question:** No mention of working with Councils
- **Scott:** This was an oversight. We will continue to connect. Councils are imperative for us to pull this off. This is truly a big lift to help make this happen.
- **Question:** Framework is inspirational, but a lot of roles don't necessarily see themselves in the document/framework. Is there a plan for individuals, supervisors, and mentors to help increase engagement for more individual employees across campus? Larger question: How does my life change based on this document? Or how am I in alignment
- **Scott:** As Robyn mentioned we are doing some leadership training to hopefully help reach this alignment
 - Trying to create a healthier workplace for ourselves, students and people who surround us. Bring forward positive and caring.
 - Can check in and say hi in meetings.

- Check in on how folx are doing
 - What Scott loves most about CSU is the people. There are great people who want to do great work. How do you go above and beyond to make sure that colleagues are supported in their work?
 - Would encourage folx to look a little bit deeper.
 - Look at processes
 - Sustainability
 - Scott genuinely believes that the document has a way for you to drive this forward.
 - We are still open to feedback on that as well.
 - Would love to hear about direction and where you think we should be moving.
- **Robyn:** Wanted to expand on comment on how you see yourself involved.
 - State Classified evaluation cycle is coming to an end at the end of this month.
 - CSU and COWINS have been working with the state for several years to move to a 5-point rating system and the evaluation timeline will be changing.
 - This will be an extended year as we transition into this new cycle and timeframe.
 - As you are writing your goals for the coming year work with your supervisor, ask the question.
 - The goals will cascade down through the organization.
 - We will have master themes that transcend to the individual level.
 - Ask your supervisor where you see yourself fitting in with the CST.
 - Some might be a little fuzzy, but the clarity and ability to course correct is there.
 - This is a perfect time to have this conversation.
- **Question:** What are you (Scott) most excited about the plan and your position at CSU - in the coming years?
- **Scott:**
 - There is deep institutional memory, institutional friction.
 - We thought through this process have pulled people together who would not normally connect, in a meaningful way.
 - Really have appreciated seeing emails come in as positives to the CST and pulling people together.
 - The way we embarked on this process has left Scott feeling tired but inspired.
 - Colleges and Deans working together for the first time.
 - How do we build this amazing thing together?
 - Having alignment and a real push for inner connectivity and lean into what we do best.
 - Build an interdisciplinary community.
 - Scott is an example of interdisciplinary.
 - Scott is hopeful that there are support service organizations and resources for everyone.
 - Directly impacting CSU – mission critical to staying relevant with alt education coming to the forefront.
 - Make sure that CSU is positioned at the forefront of changes.
 - Capitalize at what CSU is historically great for.
 - Gives us a chance to be leaders in the field.
 - Can find a place to become involved in making this a success.
 - There will be more information on this in the future.

- **Lourdes:** What evaluative measures will you use to know the implementation of this plan is successful?
- **Scott:** Some will be qualitative I feel like I belong, CSU is great etc. and quantitative reports that we submit
 - We also have quantitative measurements that are part of that KPI page.
 - We built a plan that has a lot of constituencies
- **Stacey:** What happened to the Inspirational Proposals webpage? And, when will we hear what has been funded or, what happens next to all the others??
- **Scott:** Scott thinks this got blended with the Academic Proposal page.
 - We will be building a new one.
 - There were two things were funded.
 - Proposals that involved every college – STEM and Hispanic Institution Serving Status, and the other was related to Community College Transition and student success.
 - There is also big category of proposals that are transformative and involve lots of units and decision makers.
 - More proposals will go live on March 31st.
- Feel free to reach out with any questions or comments.

Action Items/Takeaways: Will continue next week.

-End of Meeting -