

# Thursday, August 4, 2022 Minutes | 2:10 P.M. Sun Room, Memorial Union

## Call to Order & Seating of Substitutes (Patrick Wall)

## Establish Quorum (Lynne Campbell)

Quorum established

### 1. Approval of the Agenda

Minutes approved

### 2. Approval of the Minutes July 7, 2022 General Council Meeting

Minutes approved

### 3. Administrative Reports

**Kristy Darr UHR and Whitney Grote**

#### Classification and Compensation Update:

#### Phase 1 Overview: Overall 6% matrix shift

- Implemented March 1, 2022
- Addressed multi-year structure adjustments
- Required employees who fell below minimum to be adjusted by October 1, 2022
- All employees impacted by this phase had pay brought to minimum before the deadline

#### Phase 2 Overview: Review of all P&S job profiles to market to determine jobs that needed to change pay grades

- Implemented August 1, 2022
- Employees who moved grades and fall below the new minimum of their pay grade must be adjusted by January 1, 2023

#### Numbers:

- Overall impacted employee count: 1,054
- Below minimum employee count: 231

#### Salary Adjustment Planning: Leaders are starting to plan for required increases

- Time is needed to understand, plan, and make required increases a priority
- Budget planning at the local level started August 1

#### What is next? Market Review

- First of a recurring process

- Continue to review job profiles that weren't captured in the overall review process
- Future years less likely to see movement to this significant degree

### Questions:

Resources: [Classification Structure Resources](#) and [Compensation Structure Resources](#)

- Talk to your supervisor
- Connect with your HR Delivery team

## 4. Professional and Scientific Council Executive Committee Reports

### President (Jamie Sass)

Good afternoon, everyone! As I mentioned in the July report, Patrick and I hit the ground running as Council's leadership, and July was a busy, busy month for the Executive Committee and for Council in general as we have continued building on the work started last year and begun looking toward new ways to advocate on behalf of our constituents.

The Executive Committee met on July 25<sup>th</sup> for our annual retreat. It was a wonderful day for many reasons. First and foremost, I'm a relational, people-person. The Executive Committee retreats gives me an opportunity to get to know and understand how my Executive Committee thinks, work, and makes decisions. I left that day very encouraged, thinking "I have a great group of Councilors, and I have an excellent Executive Committee this year." I deeply admire anyone who puts their emotional and mental strength into trying to make something they love better, and I think Council is great representation of that. Second, this retreat gives me some insight into how our committee chairs and officers are thinking strategically about their year and how they can guide, shape, and influence Council actions. It became clear to me throughout the day that everything the Executive Committee brings to the table—EVERYTHING--is framed in constituent feedback and concern --as it should be. Third, and finally, the Executive Committee retreat provided us the space and time to synthesize constituent feedback from our work session in Council's July general meeting. This was an engaging, although long and complex, conversation to really distill what I will present to you later in this meeting as a first read of our FY23 strategic initiatives.

One of the greatest outcomes of the Executive Committee retreat, however, was a discussion about benchmarking and measuring our strategic initiatives. How can we show that we are making progress? What defines success? This is a conversation that merits a thoughtful approach; however, I also believe that understanding what and how to measure needs to happen relatively quickly as our strategic initiatives should be adopted after a second read in September. I plan to have benchmarking as an item for discussion in our August Executive Committee meeting, but Councilors, I'm going to task you with something first: Have conversations with your committee chairs about measuring the work your committee does. As we work through the process of refining and adopting our strategic initiatives for the year, think about this through the lens of YOUR committee. What can the Peer Advocacy Committee do to move the needle on our strategic initiatives? What about the Policies and Procedures Committee? What about everyone else? How are you engaging your constituents to see that the needle is moving the correct way? How can you measure success? What we do in our general Council meetings is direct reflection of the work that happens in your committees and the feedback we get from our constituents.

Later today, Peer Advocacy Committee Chair Jacob Larsen will share some results of the WorkFlex satisfaction survey Professional and Scientific Council administered in April. I share this now because this has been a massive undertaking, and as members of the Executive Committee are finalizing the report and recommendations for UHR, I want to recognize that the execution of this report is a direct result of constituent feedback. Our constituents highlighted a need, a place for Council to advocate on their behalf.

Thank you, Councilors, for the work you've been doing and the work you'll continue to do. For any of our constituents who may be at our meeting today or reading this report later, please do not ever hesitate to reach out to [your elected Councilor\(s\)](#). We are here to help.

### **Secretary/Treasurer (Lynne Campbell)**

- Making the transit to this new role that has a big learning curve
- Major work to date has been council meeting preparation
- Will review the financial aspects of the P&S Council and have a report in September

### **VP for Equity and Inclusion (Marlene Jacks) -**

- Focus for the committee will be:
  - Retention of staff
  - Accessibility inclusion / Inclusive excellence
  - Cultural, social basis

### **VP University Community Relations (Sarah Larkin)**

- Involving Council in [Adventure 2](#)
- Adventure 2 is in its sixth year
- New season started August 2<sup>nd</sup>
- First challenge will be *Track a Million Steps*
- Two groups set up so far, I need a volunteer to set up a 3<sup>rd</sup> group
- Can use Limeade app ([Apple](#)) ([Android](#)) and connect to a health app
- Great way to network with colleagues

Question: What percentage of community actively participates?

Answer: Email from Stephanie Downs said that 40% of total ISU population participates  
P&S employees are the largest participation group

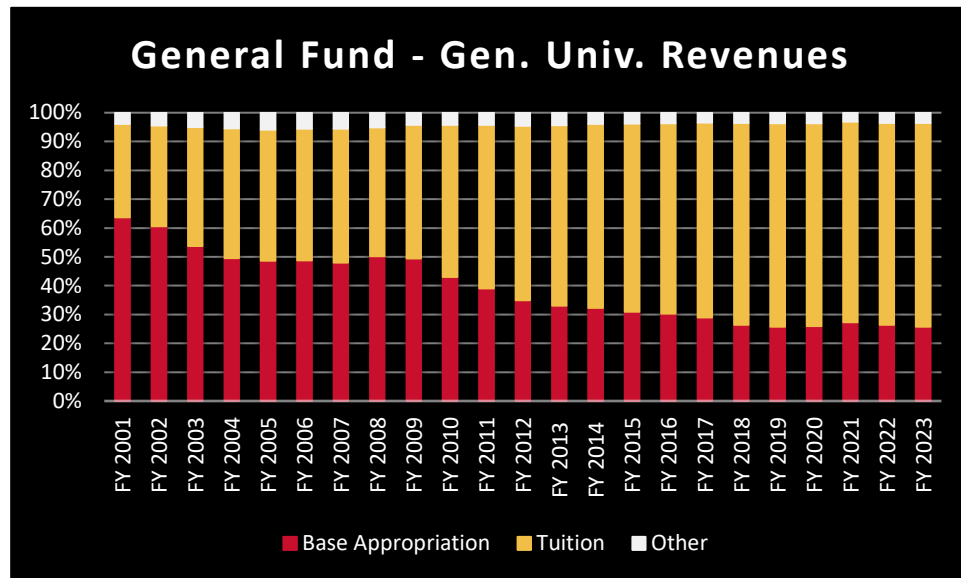
For reference:

[2021 ISU Adventure2 Impact Analysis](#)  
[ISU WellBeing Annual Reports](#)

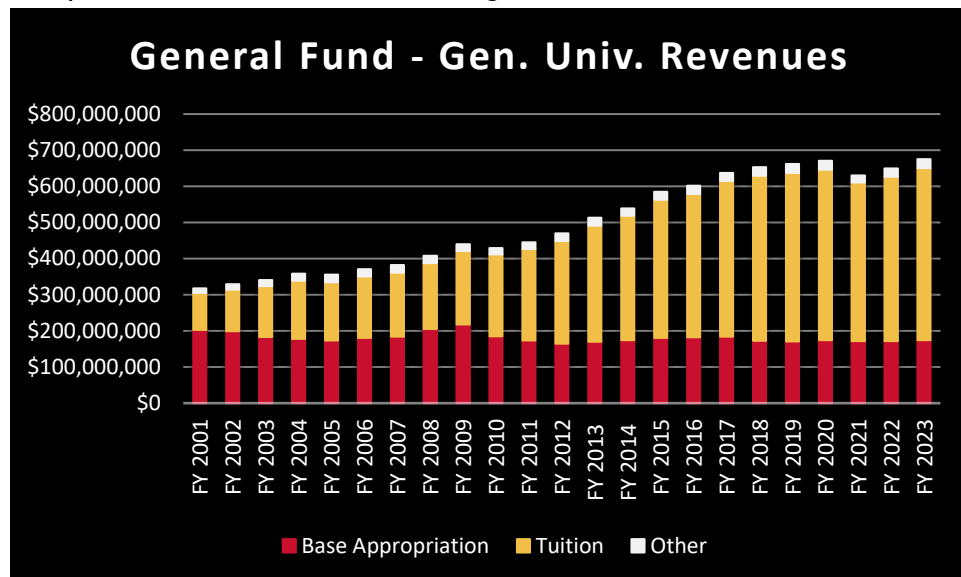
### **VP for University Planning and Budget (Matthew Femrite)**

- Board of Regents ([updates](#)) approved ISU's budget for FY23 at the meeting on July 27.

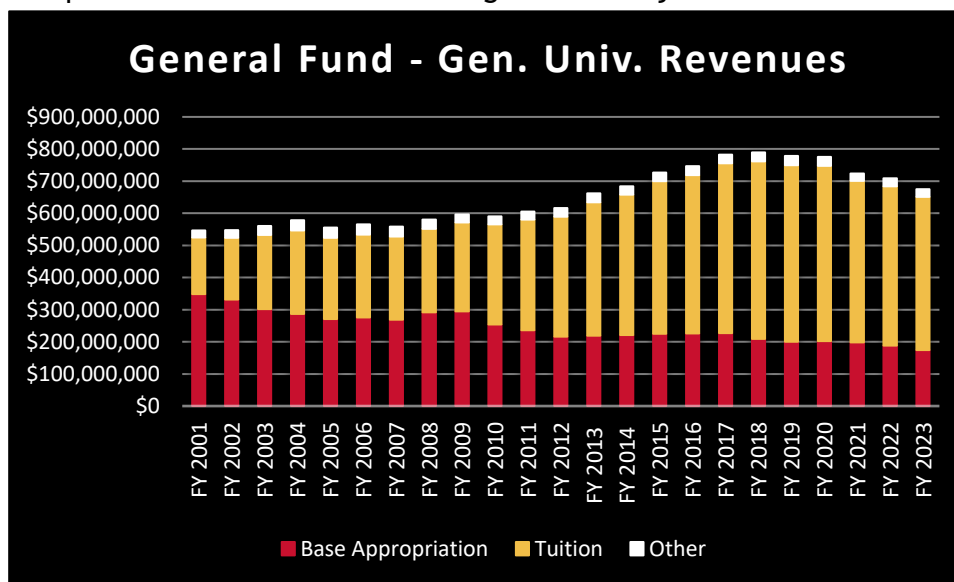
- This report focused on ISU's budgeted revenue to its general fund for the general university for FY23 and how that budgeted revenue compares to previous fiscal years
- Revenue Streams to the General Fund for the General University
  - State Appropriations: \$174,092,719
  - Tuition & Fees: \$476,487,000
  - Other Revenue: \$24,271,000
  - Total Revenue: \$674,850,719
- Three Comparisons to Past Years
  - Comparison of relative share of each revenue stream over time.



- Comparison of revenue streams using actual amounts.



- Comparison of revenue streams using amounts adjusted for inflation.



- All three present the same information, just analyzed in a different way.
- These are not the only ways in which this information could be presented.

## 5. Professional and Scientific Council Committee Reports

### Awards (Susy Ankerstjerne)

No report

[Awards webpage](#)

CYtation Awards open 9/12/22 and close 12/1/2022

University P&S Staff Awards close 2/10/2022

### Communications (Deanna Sargent)

- Contacts were assigned for subcommittee responsibilities.  
Please reach out to them for questions, concerns or updates.
  - [Website](#) (Sarah Larkin and Ally Kuehl)
  - [Newsletters](#)/Special Mailings (John Burnett Larkins and Mike Fischer)
  - Social Media [Twitter](#) [Facebook](#) (Deanna Sargent and Mike Fischer)
- A communications liaison was assigned to each of the council committees.  
An “extra” could attend each committee meeting.  
Assignments are as follows:
  - Representation (John Burnett Larkins)
  - Professional Development (Deanna Sargent)
  - Awards (Mike Fischer)
  - At Large (Equity and Inclusion, Peer Advocacy) (Ally Kuehl)
  - At Large (Policies and Procedures, Comp and Benefits) (Sarah Larkin)

- Committee will be working on a newsletter and social media calendar for the upcoming year. We are planning on sharing this at the September meeting.

## Compensation & Benefits (Erin Gibson)

- Feedback was received from multiple constituents with positive feedback on our [motion for the Employee Tuition Assistance Program](#). We will have our 2<sup>nd</sup> reading and vote today.
- Thank you for the knowledge articles (FAQs) on the [Iowa State University Human Resources](#) Service Portal link in upper right corner. One of these articles was linked on today's Inside Iowa State issue. We recommend that all employees visit this portal!
- Committee met with Dwane Heppler, AVP of HR Delivery & Strategy to help explain processes and answer questions about compensation, the UHR delivery team, the search to fill UHR leadership roles in Class & Comp and Talent Acquisition, and posting salary ranges on Workday job postings.
- When asked about guidance for how to hold conversations about discretionary increases (occurring in October) - supervisors should work with their [HR Delivery team](#) for guidance. Start these conversations now.
- Next month two guests invited to committee meeting: 1) benefits with [Ed Holland](#), and 2) the impact/relationship of the Office of Payroll, Benefits, and Tax with [Tim Ashley](#).

## Peer Advocacy (Jacob Larsen)

- Discussed how to best reinvigorate [Employee Interest Groups](#) - We will evaluate which technology and online platform may work best, such as Canvas, Teams, etc.
- Discussed reaching out to [Ombudswoman](#) and ISU wellness office
- Discussed [Did You Know](#) article topics and date each individual committee member is responsible for writing the article.
- I reported back to committee about my involvement with the WorkFlex survey analysis and some of the feedback we got from staff that way. [Article in Inside Iowa State](#).

## Policies and Procedures (Paul Easker / substitute Steve Couchman reporting)

- Committee met before the council meeting
- Discussion about how the committee can support long term initiatives and strategic initiatives

## Professional Development (Jennifer Schroeder)

- The first PD Conference Subcommittee meeting was held prior to the council meeting to kick-off planning for the [2023 Professional and Scientific Council Conference](#)
- Selected date for the conference: February 22, 2023
- Selected location for the conference: [Gateway Hotel and Conference Center](#)
- Upcoming [Seminar Series](#) events:  
August 9: 2022 Relational vs. Positional Leadership in the Workplace with Tera Lawson

from 2:00-3:00 PM in 3560 Memorial Union. In-person only.

**September 13:** The Value of a Graduate Degree & P&S Higher Education Benefits with Kim Putz from Ivy College of Business and Ed Holland from University Human Resources from 2:00-3:00PM in 3560 Memorial Union. In-person.

## **Representation (Jason Follett / substitute Chris Johnsen reporting)**

- Initial discussion on creating awareness of Council through:
  - Working with Communications committee liaison (John Burnett-Larkins) for new meet and greet functions and other events, promotions, etc.
  - Increasing promotion of and ease to submit interest year round in Council elections
    - Website, monthly newsletter, social media
  - Recruiting substitutes - potential future elected/appointed Councilors
  - Anyone can help recruit. Just because you are not on Representation, one email, one conversation can have a great impact!
- Reviewed draft [FY23 Strategic initiatives](#)
  - How can our committee work towards supporting and furthering these initiatives through the upcoming year?

## **Ad Hoc Peer Expert Community (Sara Hayden Parris, Chair)**

### **Description:**

How can staff connect with each other to find answers to common questions, lean on each other for support, find others who do similar things on campus?

- Starting a new job on campus can feel lonely, especially if the work you do is very different from what your department does.
- Example: There are only a handful of auxiliary/fee-for-service units on campus, and our budgets and financials are pretty different from legislative-funded units.

How do we find each other and share ideas?

- Enter the Peer Expert Community and its Ad-Hoc

### **Committee:**

- Sara Hayden Parris, Chair
- Sarah Larkin
- Nicole Scott
- Karin Lawton-Dunn

The Community will be based in Microsoft Teams since it is a tool already used by a majority of staff on campus.

### **Timeline:**

- Today: All Councilors have been given access to the Peer Expert Community.
- Go-Live for all P&S Staff: September 6 What the Committee Needs From YOU
- Check out the Peer Expert Community Team in Teams
- Add some channels that interest you
- Create a post or reply in a thread. Committee members have already started a few.
- When we launch on September 6, we want at least a few meaningful threads with lots of engagement to be out there for staff to interact with—not a blank slate.
- Feedback! Let us know what's working and what's not.
- Feedback can be submitted to [pandspec@iastate.edu](mailto:pandspec@iastate.edu)

Please note: New developments have altered the Peer Expert Community implementation plan.

**6. Unfinished Business and General Orders** **None**

**7. New Business**

### **Second Reading of FY23**

#### **Motion on Tuition Reimbursement (Erin Gibson)**

Council Motion: To request that University Human Resources no longer limit the use of the Employee Tuition Assistance Program to only Iowa State University (ISU) courses. That the Program be reinstated to the requirements that were in use prior to June 2020.

Submitted by: Compensation and Benefits Committee

**Date:** July 7, 2022

Whereas: The Compensation and Benefits Committee is responsible for assessing and recommending action on issues with staff benefits, as well as providing counsel on issues such as compensation concerns.

Whereas: The Tuition Reimbursement Program (TRP) supports the professional development efforts of merit and professional and scientific employees on non-temporary appointments of at least twenty (20) hours per week. Staff must work at the university for one (1) year before they can apply to participate in the program. Whereas: In June 2020, University senior leaders made the decision to limit tuition reimbursement for employees to only ISU courses as a budget-cutting measure in light of reduced state and tuition income. This change was put into effect for the fall 2020 semester. No other changes were made to the program.



Whereas: Constituents have contacted the Compensation and Benefits Committee seeking assistance on reversing the 2020 change so that they can pursue professional development in areas where ISU does not provide educational programs that meet their needs.

It is moved: That the Professional and Scientific Council recommends that Iowa State University reverse the change that was made June 2020 to the Tuition Reimbursement Program to better meet the professional development needs of staff, encourage lifelong learning, and increase employee retention.

Distribution:

Wendy Wintersteen, President  
Jonathan Wickert, Senior Vice President and Provost  
Kristi Darr, Vice President of University Human Resources  
Pam Cain, Senior Vice President for Operations and Finance  
Toyia Younger, Senior Vice President for Student Affairs

Question: Is the reimbursement limited an Iowa University? (Kaylee)

Answer: Must be an accredited institution.

Motion to end discussion (Paul Easker)

Second to end discussion (Sara Parris)

Motion carried

Motion to approve the motion (Chris Johnsen)

Second to approve the motion (Jason Follett)

Motion carried

## **Work flex (Jacob Larson)**

2022 Professional and Scientific WorkFlex Employee Satisfaction Survey  
Findings from qualitative data

Questions:

- How satisfied are you with the amount of WFH time you will get? (Please indicate why, in the text box next to your chosen answer)
- If you could change one thing about the WorkFlex program, what would it be?
- Do you have any other opinions about the WorkFlex program that you'd like to share with the P&S Council?

Analysis:

- Five Executive committee members analyzed responses  
(John Hascall, Matthew Femrite, Jacob Larsen, Sara Parris, and Jamie Sass)
- Themes identified and coded into categories and subcategories
- Summaries written for categories

## Findings:

### Opinions, suggestions, and criticisms;

- Issues with implementation /consistency
- Supervisors and units
- UHR
- Amount of WFH
- Classification
- Fairness and equity
- Efficiency and productivity
- Flexibility
- Retention

### Opinions, suggestions and criticisms:

- More discretion for supervisors in deciding WFH eligibility
- Implementation is too rigid, inflexible, arbitrary, and absurd
- Classification (student-facing or not) must be more individualized and less guided by blanket policies
- Many concerns about WFH limits imposed by different college admins, with LAS specifically mentioned
- Deans seen as out of touch with individual position responsibilities
- 36% (287) of respondents want more WFH time
- staff want to be trusted more and given more agency in their WFH decisions
- UHR must provide better training, guidance, and help ensure fairness and equity while preserving WorkFlex flexibility for individual employees

## Benefits:

### Efficiency and Productively

- Employees feel more productive
- Work is more effective with fewer distractions at home
- Staff save time and money by not having to commute (as much)
- An important benefit that all staff should be able to enjoy to one extent or another

### Flexibility:

- 16% (131) respondents commented on flexibly
- Positive - appreciate UHR/supervisor efforts
- Negative - more needed more opportunities for WFH -
- Short term or more informal arrangements

## **Retention:**

- 10% (78) of respondents commented on the important of WorkFlex for retention
- Hybrid or fully remote work is necessary to retain employees, especially 'key' or 'valuable' ones WorkFlex is needed to compensate for lower salaries
- Remote work result in cost savings, better work-life balance, and improved mental health for employees
- WorkFlex opportunities need to be expanded to support retention and diversity
- 

## **Fairness and Equity**

- Implementation and limits are different between colleges for similar positions
- Differences due to unit and/or manager/appointment authority preferences and/or biases
- Lack of buy-in from supervisor and/or college leadership, too many restrictions
- Lack of training and guidance from UHR to supervisors
- Opportunities for WorkFlex participation must be equitable for all
- Feeling that WorkFlex has not been implemented as intended by UHR

## **Questions or comments:**

- Question: What are the next steps? Answer: Likely will turn into a motion
- Question: This is a program? Answer: Correct.
- Comments: Data collection will be refined for readability
- Comment: Not everyone is entitled to a benefit. We do not want this to be a policy because then it would need to be equitable for everyone.
- Comment: Employees interviewing for new position. Some will specifically not to apply in unit or department because work flex not allowed.

## **8. Work Session FY23 Strategic Initiative Feedback (Jamie Sass)**

### **First read: [Motion on Strategic Initiatives](#)**

Council Motion: Endorse the 2022-2023 Strategic Initiatives of Professional and Scientific Council Submitted by: Executive Committee  
Date: August 4, 2022

Whereas: Professional and Scientific Councilors gathered and compiled feedback and input from constituents from June 27-July 6, 2022.

Whereas: The Iowa State University Professional and Scientific Council engaged in a strategic initiative work session held during their July 7, 2022, General Council meeting.

Whereas: The strategic initiative ideas, suggestions, and comments provided by Councilors were condensed by the Council Executive Committee during their retreat on July 25, 2022, into three strategic initiatives.

Whereas: Council will work to address these 2022-2023 initiatives in addition to, or in conjunction with, the Council mission and Council Priorities of: Serving as the Voice of P&S Employees in the Shared Governance Structure, Investigating and Responding to P&S Employee Concerns, Providing Professional Development Opportunities for P&S Employees, Honoring P&S Employees, Representing P&S Employees, and Encouraging P&S Employee Engagement.

It is moved: That the Council endorse the Strategic Initiatives for 2022-2023 referenced on page two and send to University Senior Administration.

**Distribution:**

Wendy Wintersteen, University President  
Jonathan Wickert, Senior Vice President and Provost  
Toyia Younger, Senior Vice President for Student Affairs  
Heather Paris, Interim Senior Vice President for Operations and Finance  
Kristi Darr, Vice President for University Human Resources  
Jon Perkins, Faculty Senate President  
Christine Cain, Graduate and Professional Student Senate President  
Jacob Ludwig, Government of Student Body President

**Comments:**

- Employee retention: Needs annual performance-based increases and advocating for supervisor support
- Need a more robust and equitable Work Flex Program
- Education needed to help thrive in complex university ecosystem
- Need to see more consistent supervisor's implementation
- Need unification of colleges on to ensure fair implementation

## **9. Open Discussion for the Betterment of Council**

Motion for closure discussion: Will discuss process at exec meeting

## **10. Announcements**

Announcements from Councilors: Seminar Series Event: "Mindful Eating: It Really Isn't About Food," Available online July 1 on Learn@ISU

Executive Committee Meeting (Retreat): July 25th, 2022, 8AM-5PM, 4250 (Launch Pad),  
Student Innovation Center General Council Meeting: August 4, 2022, 2:10 PM, Room 3850,  
Memorial Union

Seminar Series Event: Relational vs. Positional: Leadership in the Workplace, August 9th, 2-3PM, Room 3560 Memorial Union

Executive Committee Meeting August 11, 2022, 10AM-Noon, WebEX

General Council Meeting September 1, 2:10 PM, Room 3580, Memorial Union

## **Adjournment**