

Minutes- Provost Employee Communication Council Meeting – February 11, 2004

Present: Doug Moseley, Kathy Soule, Suellen Hill, Linda Hunt, Sarah Seat, Faye Snyder, Jo Ann Addison, Iva Gillet, Alan Cohn – ex-officio, Deidre Davie, Anda Webb – ex-officio, Carolyn Laquatra, Jean Varner, Susan Fogler – ex-officio, Patricia Scott (Medical Center Employee Council), Gloria Smith ((Medical Center Employee Council), Kathleen Jump (Executive Vice President and Chief Operating Officer’s Office), Megan Lowe (Executive Vice President and Chief Operating Officer’s Office), Carolyn Wood (Office of University Relations)

Jo Ann Addison called the meeting to order by making introductions of Gene D. Block, Vice President and Provost, and Leonard W. Sandridge, Jr., Executive Vice President and Chief Operating Office.

Mr. Block began the meeting reflecting on the state of the country, the state and the University. He is optimistic about the state of the University with the challenging times that we have experienced within the past few years. The University is heading in the right direction.

Mr. Block went on to say that the Board of Visitors approved \$125 million dollars to build more prominent programs in Arts & Sciences and Engineering. It will take approximately 15 years for these programs to be complete and there will be more hiring opportunities for faculty and more graduate students.

Mr. Block talked about how the University needs to build a great community. We can have great professors and support staff, but it takes everyone to make the community. His one criticism that he has is the division that “we” have created. He discussed that there is a division among teaching faculty, general faculty and classified staff. Why is there a division with no one talking with one another? How do barriers get broken down and communication built? Mr. Block wanted to come back to discuss this issue, but there was not enough time to discuss this with the council. The end goal is for everyone to be treated alike.

Mr. Sandridge spoke next about the questions that the council raised. Almost half of the 50 questions that were sent to him had to do with the initiative with the state in redefining U.Va.’s relationship with the Commonwealth. Mr. Sandridge gave an overview of the initiative. This is not a revolutionary step that the University is seeking. Not too many years ago, U.Va. moved in the direction of decentralization (increased authority centrally at U.Va.) from the state. Not long ago that checks were not issued in Charlottesville, but because of decentralization, checks (electronic transfers) are issued here at U.Va. The logical next step would be to move farther from the state. Things have changed a lot in the past 15 years. Fifteen years ago the University received 27% of its operating funds from state tax dollars. Today the University is receiving 8.1% from the state. U.Va. is receiving more endowment income and private gifts especially in the academic areas. With this change in support, it is appropriate to look at where decisions are being made. This is process will be more cost-effective, more flexible, and accomplish more things.

What is being proposed is asking the State to build on its strengths in higher education, by expecting more of Virginia Tech, William & Mary and U.Va. These institutions have the resources and the infrastructure that other institutions in the Commonwealth do not. In return these institutions are asking to be able to set tuition to reflect their product. Tuition costs will go up, but there will be financial aid to help students. U.Va. has launched a new program to help students help off-set their debt upon graduation. There will be a guarantee of no excessive debt upon graduation as an undergraduate. This is the first program of its sort in a public institution. Students within 150% of poverty level from a family income perspective will have financial aid needs met. We ask be able to adjust pricing policy by the ability to pay. Many parents reap great benefits from low tuition cost of a U.Va. education, lower than they were paying for the child's private high school education. We have been giving all students the same pricing structure, whether they need it or not. Low tuition is a scholarship for all. We need flexibility for our BOV to set tuition rates to increase resources. We will negotiate amount of increase of future funding since we should be able to operate less expensively. Currently we get \$113 million from state; no money would be returned. BOV would then be given decision authority over procurement, financial management, and human resources, which are currently the responsibility of the state. Are we more comfortable having decisions of these programs made in Charlottesville or in Richmond? If you feel these decisions are better made in Richmond, please let him know your concerns. As an example, in July he was asked by the BOV to respond to lack of salary increases, and they wanted staff treated the same as faculty. Under current guidelines, U.Va. is not able to do that. Supplemental increases could be made for faculty, but not classified staff. So they set up two funds of equivalent money to help address the needs of staff. The \$250,000 funding set aside by the BOV will be distributed for in band adjustments in March/April to adjust the salaries of certain groups of individuals who are paid below market value. This will adjust the salaries for some people, but not most. The other fund of \$200,000 will be to fund awards and recognition, at the discretion of the Vice Presidents, and will be renewable. This is not what the BOV intended, but the best that could be done.

In the area of procurement and finance, nothing will change. Internal audit and compliance will remain in effect. Our recent audit was clean with a management letter which had no comments- unheard of. State should be clear that UVa can do this. There will still be checks and balances. Tuition cost will not run away- last year we were allowed by the state to raise tuition 20 %, but the BOV would not allow such a drastic increase.

People in the VRS will NOT be required to change their affiliation, but may be offered new options. State would not allow U.Va. to take away these benefits. For new employees, based on their career goals, there may be better options. VRS is great if you are here forever, but others may be better for shorter stays or those who will not be working for 30 years. The other big concern is the grievance procedure. We have no problems with the current system. Because it is sensitive, we will not be changing it. It only touches a very small group of people.

In terms of job security concerns, he suggests we look at the number of jobs lost at U.Va. after the last round of statewide budget cutbacks. Some positions had a change of duty, but none were laid off. It is part of the institutional culture. We have 48 leave categories, and this seems excessive, but there have only been leave added. He would like to see an increase in the flexibility of leave use. While it is not a primary priority, it should be looked at and employee input in the process will be important. There will be a website launched later this month which gives information about restructuring with links to documents and information. The change in status will not be something that happens this year; but should be in next session. The things that may come out of this session: 1. budget language which 3 institutions will work with the secretary of Finance and Administration to hone memoranda of understanding reviewed by state and University, and later by General Assembly; and 2. contract of how we will relate to one another- in every dimension from enrollment to maintaining employment in current agencies. Carol Wood will continue to lead the communications on this development.

In addressing the crux of other questions, anything he misses will be followed up in a later memo.

Employee survey at cost of \$100,000 was not deemed worthy due to cost. Highest priority has been not laying people off- not everyone agrees with this. We have said if you stick with us, we will provide security. Employer portion of health insurance has increased 30%; employee portion was increased 5%. The BOV has instructed Mr. Sandridge to provide health coverage for U.Va. employees that is equal to or better than the state with premiums equal to or less than the state. He had to ask to increase the U.Va. paid portion in order to keep the employee paid costs to a minimum. Health care will get more expensive, but we will always have good coverage. They have delayed an increase in parking fees during periods of stagnant increases. However, training has been an area that has not been cut back. Tuition reimbursement and tuition waiver is at the highest levels ever. We are spending more on providing career counseling, also.

One question addressed concerns of ensuring privacy for employees who are treated at the Medical Center or who use the services at Human Resources. He assured the Council that every step possible is taken to protect privacy. He has switched his own family's health care to U.Va. in recent years. He changed for a practical reason- he watched the efforts made in HR and Medical Center to protect records. He saw firsthand the actions taken toward someone who violated or was about to violate the adherence to privacy. He spent two years dealing with physicians and nurses. He witnessed how much time was spent managing the commitment to privacy and keeping it secure. He is absolutely confident that every reasonable step that can be taken, is taken. All workers in his own office have gone through HIPPA training.

There is a concern about pay slips received late. The primary focus is that the money be transferred to the bank 3 days in advance, so that it is available on payday. We will see what we can do, since there are 7 payrolls that run at about the same time. The problem should get better; it is not intentional. The last payroll deposits may have been delayed due to the distribution of 17,000 W-2 forms. The best solution is electronic

communication of payroll deposit, which would be instantaneous for those with access. It would be better to not rely on the post office or the workers who have to stuff the envelopes. He would be curious as to response to this.

Read the book by Robert O'Neill, "The Rights of Public Employees" about state civil service employees having legal rights and responsibilities beyond base level "employment at will." He has not read this book. He has had more complaints about not being able to get rid of employees who ought not be here, than complaints about insufficient rights of employment. Beyond wage employees and the probationary period, there is security of a job and protection from being laid off or dismissed. Economic conditions could be used for lay-offs, but have not been done at U.Va. There will be the necessity by employees to do the job that is needed as it changes. Employees need to be willing to be trained and recognize that some functions will be eliminated and changed. The happiest employees embrace the chance to learn something new. There is no intention to make this place less stable, but we must be willing to improve ourselves and not be afraid to change. Biggest issues of employees who are unhappy have been that they are frightened of their ability to adapt to new duties. Training must be provided to get them out of their situation.

With increased tuition, there will be increased money for financial aid. We are funded like a number 63 university, despite being #1 public institution. For a period of time it can work, but we are undercapitalized and underfunded. Increase the price to students so that we can fund GTAs and employees. Faculty are paid at the 20th percentile and it may fall to 17th percentile because of gross underfunding.

We need to do three major things to ensure success with stability:

1. become more tuition based, willing to raise tuition for revenue. With good financial aid, we can generate a lot of revenue.
2. receive more private money than from state tax dollars. We will be undertaking a \$3 billion capital campaign. We need to be second to none in our ability to raise private money.
3. forge a different relationship with the Commonwealth of Virginia that allows us to take advantage of the first two.

There is no plan for enormous enrollment increases; we plan to grow by about 500 students in the next 6-7 years. There will an increase in high school students who will want to go to U.Va., and we will get pressure to increase enrollment. The peak of high school students will hopefully help the development community college system. We are unique because we are a small research university, and the BOV wants to stay that way. We have a small undergraduate population for our size, supported more by private dollars than other public universities. Undergraduate student increases help fund the graduate program, for which we may need another 1500 students concentrated in the sciences, business, and performing arts in order to become world class. There is a lot of construction going on for academic space. There will be more construction here by factor of two in the next four years than we have ever seen.

A committee member raised the issue of faculty/staff housing. With an increase of students and faculty, there may be an increase in the cost of housing. Families living in the Piedmont, Copeley, and University Gardens housing areas are getting tired and they are in areas where academic facilities may be needed in the next 25 years. There is a new expectation for housing like those in the private sector, but administered by University, to monitor rates and influence the local rental market to reasonable practice. We spend a lot of time and money trying to get all members of our community to integrate (faculty, grad students, and undergrads), but we separate them in housing. He has a concept of housing facilities that are apartment like, managed by the University, for all components of our community. We are not pursuing a subsidized, owner occupied housing. We cannot compete with the banks; it is not a good time to be in that business. However, it is a good time to get into the rental business, to give the new incoming faculty members a place to live for a year or two, until they can determine where they might want to buy or students a good University run place to live. Off grounds housing office has been resurrected. The local over-pricing may be due to students not asking enough questions.

Mr. Sandridge has realized that the University must be cautious any time it changes anything to do with employee payroll or health insurance. He has had resistance to changing all employees to semi-monthly payroll, even if it means they would be paid two weeks earlier. While it is still being talked about, he has never had the \$3 million to afford the change-over. When asked about increasing the \$25 gym subsidy, he said that any funding that could be put toward this has been put into health insurance. If anyone thinks it should be differently, please let him know. In reality, the students are paying the balance of the gym fee, as all students must pay in their activity fees.

Meeting adjourned at 10:15 AM.

PROVOST ECC QUESTIONS

Responses from:

Leonard W. Sandridge, Executive Vice President and Chief Operating Officer,
and Gene D. Block, Provost

1. When employees fight their way to work in the snow and ice, why can't the parking lots be plowed and sanded. If the University is deemed open, shouldn't it be prepared to allow us to get to our offices safely?

When we have winter storms, there are always inconveniences. Over the years, the University's policy has been to remain open in almost all weather conditions. Many of our students live on Grounds or close to Grounds and expect to be able to use the library and dining services, access computers, attend classes, etc. At the same time, many of our employees must come in regardless of the weather--Medical Center staff, police, some computer staff, facilities ground crews, librarians and heating plant staff, among others.

We want to make parking and walking conditions as safe as we can. Our facilities crews work very hard to remove the snow from the parking lots -- as well as the roads and sidewalks -- frequently staying overnight in a local hotel so they can rotate quickly on and off shifts. Their tasks on some mornings are tough, and sometimes snow is falling while they are clearing; however, we maintain snow removal efforts until all lots and paths are clear.

Staff may decide to take a day of leave and not travel in inclement weather. We encourage individuals to do what they consider best for their own well being.

~~2. I'm really nervous about this proposed separation. I have several friends in the hospital and nobody is happy with the new personnel policies. From the leave policy to the lack of raises, they're totally frustrated. I'm also concerned about what will happen to the grievance procedure (it's not great, but at least we have some mechanism for this), as well as retirement plans. Will UVA still contribute to the state's retirement plan as they're doing now? What will our other options be? Will UVA contribute to those? And for totally selfish reasons, what happens to our holidays? I happen to enjoy having nearly two weeks off at Xmas thanks to the Governor granting additional days, I'd REALLY hate to give that up. Overall, I guess I'd like to hear how the plan will affect us on a daily basis and what protections will be in place against abuses.~~

This question was responded to during the Provost's ECC meeting.

~~3. We were told that the BOV had set aside some funds for staff and faculty for raises and one time bonuses. I haven't heard anything more about that since the initial announcement was made. Has UVA developed a plan for distributing the funds earmarked for staff?~~

This question was responded to during the Provost's ECC meeting.

~~4. If the University decentralizes from the State, would the University and/or Board of Visitors consider having a staff appointed member? I ask this question since personnel will be one of the decentralized areas and it affects a large percentage of the workforce here at the University of Virginia.~~

This question was responded to during the Provost's ECC meeting.

~~5. With the decentralization of Procurement, Capital Projects and Personnel, will there be a checks and balances system put into place for these areas that would be similar to the state's?~~

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and Gene D. Block, Provost

This question was responded to during the Provost's ECC meeting.

~~6. Is the University considering having town meetings to educate the staff on how the decentralization will impact them? If there were such meetings, would the microphone be two-way so that the staff can share their concerns with the administration?~~

This question was responded to during the Provost's ECC meeting.

7. What new building projects are in the works for the University?

Connie Warnock will address this question when she visits your Council on March 10.

~~8. With the state's grievance procedure in place, one is protected if an occasion should arise where an employee needs to take action. Is the University going to have its own grievance board? If so, who would make up this board? And lastly, wouldn't this be a conflict of interest for all parties involved?~~

This question was responded to during the Provost's ECC meeting.

9. Is COG/CUG still meeting?

Yes. They last met on April 2, 2004. Other information is available from the website at http://www.people.virginia.edu/~adt/CCUG/minutes0304.htm#February_2,_2004

~~10. Being that the University along with William and Mary and Virginia Tech have asked that the charter bill be put on hold until the General Assembly can work through the budget for the state, will the University be asked to make budget cuts this year? If so, where will the impact of the cuts go?~~

This question was responded to during the Provost's ECC meeting.

11. With the future increase in enrollment here at UVA, what steps will be put into place to house and educate the influx of students by 2010? (I think this is the year that Governor Warner gave in his speech when this session of the General Assembly opened.)

First, we do not expect the enrollment increases to be dramatic. Our current board-approved enrollment projections call for growth of about 500 additional students in the next 5 to 6 years. In the next 10 years, we could conceivably add as many as 1,500 more students. We would especially look to add students in the fine and performing arts and business areas – areas identified in Virginia 2020 as requiring attention for us to achieve institutional goals. We are building academic space. We are looking at our future housing needs, and will begin shortly to build new and replace existing housing.

12. Why aren't all persons affiliated with the University (not only the students) held to the Honor Code? This is particularly important for those individuals who conduct performance evaluations.

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The Honor Code is part of the Honor System at the University, a system created and led by students in order to govern students. Students who are accused of an honor violation, tried, and found guilty, are expelled from the University. There is no process in the Honor System comparable to grievance procedures, which serve as a safeguard to both employees and the University.

While the Honor System may be limited to students, the University as a whole should be a community that values integrity and trust. We expect behavior from one another that is ethical and trustworthy. The spirit of trust in our community is essential, but we are also governed by a number of laws and policies that were established to ensure the rights of employees, as well as the University (i.e., grievance procedures, performance evaluation process, confidentiality agreements, etc.).

The issue of ethical conduct has led to detailed Conversations between President Casteen and Pat Lampkin, Vice President for Student Affairs. The result was Envisioning Integrity - a University-wide initiative, led by Pat Lampkin and Darden ethics professors Ed Freeman and Pat Werhane. The initiative aims to insure that everyone in the University community -- students, faculty, staff and administrators -- understand the values of honor, ethics and integrity and how those values underpin all University life.

Envisioning Integrity has started small with various programs geared first towards students and faculty. However, as additional resources become available, programs will be further expanded to include staff, parents, and alumni. We hope that ethics will be integrated into faculty and staff orientation and a number of other areas that touch on the lives of our community.

13. A former colleague who now works at UNC-Chapel Hill recently told me that the Chancellor there, a James Moeser, recently set up a "Task Force for a Better Workplace" to poll employee opinion on morale, and what improvements could be made to make UNC an even more positive, rewarding, and supportive place at which to work. I then did research and found that Chancellor Moeser had indeed set up a workplace improvement task force, including members from faculty, staff, and even some students. Would Mr. Block and Mr. Sandridge consider setting up such a task force here at U.Va., to investigate what actions we could take to improve employee morale at U.Va. and make our University an even better place at which to work? (For background info., see <http://hr.unc.edu/hottopics/betterworkplace/>) This UNC-Chapel Hill Taskforce has already made recommendations, and I wanted to get Mr. Sandridge's and Mr. Block's opinions as to the usefulness here of each UNC priority I quote below-
<http://hr.unc.edu/hottopics/betterworkplace/taskforce.pdf>

Short-term priority 4-- set up a database of all supervisors and what supervisory classes/training they have had, and still need to take to improve mid-level supervisory skills

Short-term priority 12c—set up short-term employee focus groups with facilitators, who would report back workplace problem trends to senior management

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Midterm priority 5-- work with a local community college [in our case, PVCC] to design job-related certificate programs to help employees advance, and have some of the community college's courses taught on our campus

Short-term priority 2a-c -- more employee wellness classes, esp. on coping with stress, set up convenient in-house employee health services, and supply healthier vending machine snacks

Long-term priority 7 -- provide a back-up child care option for employees' young children during winter inclement weather days (Johns Hopkins, Stanford, Michigan, and other schools already do this for their employees)

Midterm priority 8 -- stage an "Employee Appreciation and Opportunity Fair," at which staff could learn and ask about education, skills training, career advancement and career change opportunities on campus and in the community

Short-term priority 4-- Provide lower-income staff with training on how to use the Federal Earned Income Tax Credit, and related state and federal govt. resources

Short-term priority 13 -- Provide some summer work opportunities for children of University staff

Long-term priority 8 --Help develop lower-cost housing options for University employees in the area, to fight a sky-high costly housing market

See response under question #20.

20. Do Mr. Sandridge and Mr. Block think that the Employee Communication Councils system has been as effective as necessary, and would they ever reconsider setting up a consolidated "Staff Senate" as Va. Tech, George Mason, and even PVCC nearby I think have done? Also, would Mr. Sandridge consider giving the Staff Councils some level of formal advisory capacity to him as Chief Operating Officer?

We have reviewed the UNC Task Force report and priorities. It appears to have been an effective approach at UNC. The Employee Councils would be an appropriate group to raise similar issues at UVa. Once the Provost's Employee Council has reviewed the report and discussed how its priorities might translate into priorities at UVa, the Provost's Office would welcome further discussion with the council in this regard.

Questions 13 and 20 are related in our minds because we think that the five Employee Councils are designed to play a central role in advising UVa leadership on recommendations to make UVa a more positive, rewarding, and supportive workplace. One of the Councils' first recommendations, which the University implemented, was the establishment of the office of a University ombudsperson. The administration expects the Councils to raise topics for discussion and to bring forward proposals to improve the workplace. In return, the Councils should expect the administration to consider these ideas and to engage in serious discussion.

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The Councils are in a strong position to effectively voice concerns that affect our employees and their jobs. The Executive Committee of the Employee Communication Councils (EC-ECC) is comprised of the chair and vice chair of every employee communication council. Mr. Sandridge relies on the executive committee members to openly communicate their ideas and concerns. In turn, he briefs council leadership on activities that might impact employees. Meetings with the EC-ECC are important opportunities to discuss employee issues, and the University places these meetings in the highest regard.

We already offer several of the recommendations to come from the UNC task force:

Employee Wellness Classes: We take a multifaceted approach to employee wellness. Occupational Health offers services such as Health Risk appraisals, nutritional counseling and risk prevention programs. These workshops focus on exercise/nutrition (No Sweat Classes), cardiovascular health (Change of Heart), minimizing cancer risk, and life balance – managing home and work stress.

Resource Fairs: We hold resource fairs twice a year in conjunction with new faculty/staff welcome. The fair offers approximately 45 exhibitors in Newcomb Hall Ballroom who provide information about the University and the services we offer.

Job-related programs to help employees advance: In the past several years, despite budget cuts, we have not backed away from training opportunities for our employees. We established the Division of Faculty and Staff Career Services in HR, which provides a wide range of workshops and offers individual career counseling. The Division of Training, has begun to develop several program on supervisory and management developments, and will revamp its professional and personal development curriculum. In the fall of 2003, DOT implemented an online web-based training and career development program.

Lower-cost housing options for employees—UVa is looking comprehensively at overall housing issues. A mix of faculty, staff, and student housing is an important part of that review.

Optional Childcare in Inclement Weather: The Center does provide care on a limited basis for school age children of parents who have other children enrolled at the Center during inclement weather days. Because of space and staffing limitation and licensing requirements, the number of children that we can accept at the present time is very limited. I'm not sure from your request whether you are referring to school age or pre-school age children or both. We would appreciate if you could provide the names of contacts at the schools that have this type of program so that our director of Business Operations could research it.

14. ~~I'm a longtime U.Va. employee and I became upset several months ago when my dentist, well known in this area, remarked to me, "We hear that working at U.Va. is not what it used to be" (speaking of his~~

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~~professional colleagues, I'm assuming) Traditionally, having better than private company benefits has been part of U.Va.'s "brand" as being a good place to get a job.~~

~~Does Mr. Sandridge also hear this talk, and does he feel that our staff benefits are as good or better than they used to be? Would the University please try to provide financial support for wellness to help prevent some of the illness claims that result later. Perhaps if the University paid for gym memberships, or allowed time off for working out, provided for the same reimbursement for vitamins as it does for ibuprofen through Flex Spending, etc. we could become an even healthier population. The concerns for wellness are huge these days and the University could be a real advocate for this, as it would be beneficial in terms of employee health.~~

This question was responded to during the Provost's ECC meeting.

15. (a) I noticed some time ago when I read Mr. Sandridge's biography on his Exec. VP webpage that among his memberships is being a member of Crozet Baptist Church nearby. As a Christian myself, I was just wondering if Mr. Sandridge's faith impacts on his management style or how he treats others in the workplace.

Regarding my management style, I am guided by these principles: Commitment to integrity and sound management practices, commitment to academic excellence, commitment to our customers, and commitment to our people, respecting and empowering them and rewarding them for performance.

15 (b) Also I wanted to mention that I am very respectful of coworkers' beliefs and diverse cultures, but last spring when I took a couple of Gideons New Testaments from those men passing them out near the Chapel, and put them on my desk, I had a coworker make fun of me for having them. Also in the workplace, when in mid-December I say even to friends I know well "Merry Christmas," sometimes people look at me as if I've said something inappropriate. Do I have a right to have my beliefs and background respected too? Are we not allowed to practice our faith in the workplace? Would I get in trouble for example, if I wanted to get together with a few friends on break and have a quiet Bible study in a lunch/break area?

(b) There is no prohibition in state or federal law to prevent a UVa employee, on his or her own free time during the work day, from conducting a quiet bible study with other employees during their free time at an appropriate location on grounds – provided that the activity (like any other personal activity) does not disrupt or violate the rights of other employees.

On the second question, if an employee believes that other employees of the University are mocking him or her at work because of personal religious beliefs, that concern should be reported to management or the University EEO office or to both for appropriate attention and possible investigation.

~~16.. In recent years I have several times heard that employees who get hurt on Grounds sometimes have trouble getting management cooperation in receiving Workmen's Compensation. Is there any validity in these employee complaints I've heard?~~

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This question was responded to during the Provost's ECC meeting.

~~17. Would the University ever consider granting benefits to the domestic partners of employees, that is, same-sex couples, as a number of progressive private companies have begun doing lately?~~

This question was responded to during the Provost's ECC meeting.

~~18. Would Mr. Sandridge ever consider having legislation introduced into the General Assembly to have our UVA state employees' VRS defined-benefits retirement accounts taken over locally by the University, if federal law allowed?~~

This question was responded to during the Provost's ECC meeting.

~~19. Sometimes employees can have unexpected short-term catastrophes that cause financial problems for them. Would Mr. Block and Mr. Sandridge consider helping Human Resources or maybe the Provost's Employee Council set up and administer an "Employee Emergency Loan" fund, something like the Honor Loan Student Council does for undergrads, to help staff members who, say suffer loss of their car, their house burns down, a flood, etc. so they can stay on their feet till their situation gets resolved?~~

This question was responded to during the Provost's ECC meeting.

Although this question was addressed at the meeting on February 11, here is more information from councilmember Doug Moseley about "CARES" (*Coalition Assisting Residents in Emergency Situations*). CARES joins together Albemarle Social Services, Charlottesville City, and the United Way, with help from local churches, and run by Worksource Enterprises. <http://www.worksourceenterprises.org/cares.htm>

~~21. Several years ago I had complained to my Council rep. about U.Va. Housing having closed down its Off-Grounds Housing Office, in the Kent Dorm basement I think it was, as a budget measure I guess, and then setting up those flimsy kiosks in Newcomb Hall, at which local rental people were supposed to keep listings of available off-Grounds housing. I feel this was like letting the foxes take charge of the chicken coop, as some renters and realtors take advantage of students. I got no good news back from my rep. But now I just read that one of the Board of Visitors members has pushed for setting up a new Off-Grounds Housing Office for our students to learn about renting in town and what's available, as it is BADLY NEEDED. With the old office, staff and faculty, as well as UVA alumni could use the services, may we use this new facility when it is set up?~~

This question was responded to during the Provost's ECC meeting.

~~22. Are Mr. Sandridge and Mr. Block aware that the housing and rental market for staff in the Charlottesville/Albemarle area has become increasingly financially burdensome and tight, eating up a higher proportion of their monthly pay than mortgage/budget guidelines advise? With the near Brandon Ave. staff apt. building demolished for a replacement student language house, and the old Rugby Faculty Apts. soon to be demolished, is there any plan to replace any employee units of a pool that was quite small to start with? Also, have they read the latest issue of the Piedmont Environmental Council's newsletter, Clarion, which among other initiatives, calls on the University to enhance its housing stock for students and for STAFF/FACULTY? (see their news online at: <http://www.pecva.org/counties/albemarle/Clarion2.pdf>) Could helping provide its staff/faculty with~~

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~~affordable rental/housing options in walking distance or on a bus route help reduce traffic congestion on Grounds and further the community cooperation that the University has recently re-committed itself to?~~

This question was responded to during the Provost's ECC meeting.

~~23. Now that the Charter University bill that senior University administrators from UVA, W&M, and Va. Tech had had introduced into the 2004 General Assembly session has been tabled by mutual agreement, and instead senior administrators will be drafting a "here's what we want" charter to show lawmakers next year, will University employees be given any opportunity for input to the UVA's draft charter? And will senior administration have occasional town meetings to update staff on the charter's form, as has already been announced in "Inside UVA?" Also, my dean recently told me that Mr. Sandridge's office is going to set up an informational website about the Charter University plan. What is the timeframe for that website coming up?~~

This question was responded to during the Provost's ECC meeting.

~~24. I have questions for Mr. Sandridge on his and UHR's scenarios for personnel policies at UVA under the Charter that he envisions—What administrative unit would administer a UVA employee grievance system? Would there be any outside UVA oversight/audit/appeal?~~

This question was responded to during the Provost's ECC meeting.

~~25. Would U.Va. academic employees be penalized with "occurrences" for missed time, as Medical Center staff now are, with over 6 in a career resulting in being fired?~~

This question was responded to during the Provost's ECC meeting.

~~26. Would the University award even small annual raises, roughly equivalent to private sector raises? How would the University fund or "make" a monthly payroll if it tells the state it will forego much state revenue? Would we fund staff payroll partly from endowment funds? Would a plan to re-structure, "downsize" or "out source" staff positions be part of UVA largely funding its own payroll?~~

This question was responded to during the Provost's ECC meeting.

~~27. Would academic staff in the "old" leave earning system be able to remain with it, or would they all be shifted into the newer system many chose over two open enrollment periods, or would academic side staff be moved to the same system as our Medical Center?~~

This question was responded to during the Provost's ECC meeting.

~~28. Under his envisioned "Charter U." status, would UVA be allowed to set up a health insurance plan with higher co-pays and less coverage than the Va. state employee plan run by Anthem (formerly Blue Cross/Blue Shield)?~~

This question was responded to during the Provost's ECC meeting.

~~29. The Administration has said that having a local personnel system here would save money, as~~

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~~it has been said to have done at the Medical Center, but wouldn't there need to be increased staff at UHR to manage a local HR information properly without overworking existing HR staff?~~

This question was responded to during the Provost's ECC meeting.

~~30. Is it a certainty that UVA employees who are currently in VRS will be allowed to remain in it? Is it also safe to presume that future UVA hires under a "Charter U" status would not be permitted to join VRS' "defined benefit" plan which promises a life long benefit?~~

This question was responded to during the Provost's ECC meeting.

~~31. Has President Casteen or Mr. Sandridge, at any time over our latest, most recent state budget crisis, asked the Board of Visitors to allot any local funds to award staff bonuses or in-band pay adjustments? Is it correct to say that significant in-band pay adjustments have already been awarded to a number of staff since the new state pay plan was put in place?~~

~~32. I've got an employee relations question for Mr. Sandridge and Mr. Block.. Have they read the book by our former UVA President Robert O'Neill, "The Rights of Public Employees" and do they feel that state civil service/government employees have any legal rights AND responsibilities beyond that of base-level "employment at will" private company staff? Is our UVA Charter School initiative in any way designed to weaken those work rights and responsibilities?~~

This question was responded to during the Provost's ECC meeting.

~~33. For all state-classified employees at the University to receive a 1% raise in the next fiscal year, what would that cost the University under the proposed codified autonomy plan?~~

This question was responded to during the Provost's ECC meeting.

~~34. If UVA senior management succeeded next year in having a charter of autonomy set up, would staff in any way still be considered employees of the Commonwealth of Virginia, or would that no longer even be printed on our ID cards?~~

This question was responded to during the Provost's ECC meeting.

~~35. Over 10 years ago I attended an employee meeting where Mr. Sandridge was the guest speaker, and my best recollection is that he talked some about his desire for more freedom from state bureaucracy and oversight, and the decentralization initiative that was taking shape. I also remember him saying something like "I know that many classified employees see Richmond as their protector of last resort, but you'll be pleased with the results of more autonomy." I surely want to be corrected if my memory is wrong, but looking to the present, does Mr. Sandridge sense in some way that staff currently see the state, that is the Governor and the State Dept. of Human Resources in downtown Richmond, as their protectors from perceived arbitrary or unfair local management actions, and if so, what can both managers and employees do to increase levels of mutual trust in our organization? Is better communication enough, or are more initiatives needed?~~

This question was responded to during the Provost's ECC meeting.

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~~36. I had a question for both Mr. Block and Mr. Sandridge. Have either one of you set as a goal the notion of turning our public university into more of a business-type operation? sort of "U.Va. Incorporated"? Do either of you feel that we should introduce more market forces into our faculty set up (like cut out tenure completely), privatize/outsource support jobs that state employees currently do, and hire more hourly employees who would not incur insurance or other benefit costs for U.Va? I've heard that some higher education experts say that's the way of the future, since we get less public support money. How to Mr. Block and Mr. Sandridge see U.Va. evolving over the next 10 years, esp. if "Charter University" status is not granted by the state?~~

This question was responded to during the Provost's ECC meeting.

37. Could Mr. Block tell us some about UVA College at Wise and how it's connected to us? Would there be any possibility of organizing a staff/faculty day-trip visit so we could meet our colleagues there? On a more local level, how do you see our relationship with our local community college PVCC evolving, esp. with Gov. Warner's new education initiatives?

The College at Wise has its Board of Trustees, but it is governed by the Board of Visitors (that also governs the rest of the University). The College also uses some of the same administrative systems that we use in the rest of the University (human resources and purchasing).

The significant geographical distance between UVa and UVa's College at Wise (6-hour drive, one way) makes a day trip challenging. If the Council agrees that one of its priorities is increased connection with the College at Wise, we might explore several strategies together for advancing this goal. One approach might be to invite some of the leaders from Wise to talk with the Employee Councils. Such an event could be organized collaboratively by all the employee councils. This is something the Council may wish to discuss further in order to set priorities and propose a plan of action.

UVa in Charlottesville has a long-standing relationship with PVCC in terms of undergraduate student admission. While the University doesn't guarantee admission to a graduate of PVCC, faculty and administrators at both institutions work closely together to help competitive students make that transition. UVa has a transfer agreement with PVCC in which UVa reviews the credentials of interested students in PVCC's honors program and offers them admission at the end of their second year if the students follow through in meeting UVa's requirements. The University enrolls approximately 60 to 80 transfer students from PVCC each fall. Though it's early to tell if the governor's education initiatives will have an effect on this relationship, we hope there will be no negative impact, as the relationship with PVCC is one we value very much.

~~38. Several years ago I'd read that we would in future do an UVA employee workplace climate survey, but it was shelved as the last budget crisis set in. Are there any plans to ever do an employee survey (as even many private corporations now do)?~~

This question was responded to during the Provost's ECC meeting.

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~~39. Mr. Sandridge, back on July 22, 2002, you sent out a memo to all the VPs announcing a hiring freeze due to the worsening state budget crisis. Near the end of your memo, after warning that economies had to be made, you added, "At the same time, we must not forget that these actions place enormous work load and stress on our staff and faculty, and we must continue to seek ways to support them." Looking back now in Feb. 2004, beyond the important benchmark of not resorting to layoffs, what ways have you, and Provost Block, sought to support us in our high-stress, high-workload, small-raise work roles?~~

This question was responded to during the Provost's ECC meeting.

40. I feel like a number of employees have some good ideas on how to save money and cut any waste, but it's hard to get superiors or deans to listen to these ideas. Would Mr. Sandridge, and Mr. Block consider setting aside even just a few hours a week in their schedule, when any staff member, no matter their position, could make an appointment with their secretary and just talk to them a few minutes about specific concerns? An "open door" policy if you will? Also, would either Mr. Sandridge or Mr. Block consider hosting even one annual get-together, short is fine, where rank-and-file employees under their jurisdiction could interact and talk with them in a personal way? This would be good for morale I feel.

There are opportunities for employees to effect change and these include through the Employee Councils, which Gene and I visit regularly. Additionally, I invite staff to feel free to contact me by email (lws7f@virginia.edu) or telephone if they have a concern they would like to discuss personally. There are two standing university-wide social occasions—after graduation and during the holidays in December—hosted by the President at Carr's Hill for just these reasons. Another opportunity is the President's Annual State of the University Address, which will be held on April 14 at noon in Old Cabell Hall.

41. Does Mr. Block envision a time when the bulk of university instruction would be done over the Internet or by video camera, and a physical University with a campus and buildings would be outdated?

Although we have seen and will continue to see an increase in the ways that technology engages with learning, both in classrooms here at UVa and in the learning that takes place outside the classroom, in the libraries and residence halls, there is no plan to transform UVa into a virtual university. Such a future is difficult to imagine, given the historical significance of our buildings and the importance our students and alumni place on their residential experience and the important role of face-to-face interaction in learning.

42. I wanted to ask Mr. Sandridge where I could complain to about a rude or abusive UVA police officer. Last Aug. I got pulled over for going the wrong way down Hospital Dr. (it's signed as one-way though it's mainly a parking lot for the clinics) but I did it because Univ. Ave. was clogged with "student move-in weekend" traffic, and the only workable exit was onto JPA. Plus, I mainly did it because I saw the UVA Police officer do it first! He put on his lights, and went down the "wrong way", but when I followed and did the same, he pulled me over! He told me he could go the wrong way because he was a police officer! He was very rude and aggressive with me.

Any employee with a complaint concerning the actions of a police officer should contact Lt. Mike Gibson, telephone 924-8849 or email mag3u@virginia.edu or Captain Paul Norris at pn6c@virginia.edu or 924-8837. If an employee prefers not to contact the Police

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Department, he or she may speak confidentially with the University Ombudsperson Brad Holland at 924-7819 or email bholland@virginia.edu.

43. Which has been the easiest Governor's administration for Mr. Sandridge to work with, and which the most difficult?

More than any particular administration, the state budget and the state's related contribution of general funds plays a larger role in determining whether times are easy or difficult at UVa. Particularly difficult were the recession years of 1989-91 when the state miscalculated revenue flow and then used cuts in higher education, among others, to meet the legal prohibitions against deficits. The current governor inherited a problem that looked much like 1990, which has led to another series of cuts. The "Commonwealth Chartered Universities and Colleges Act" would create a process in which we would not be so vulnerable to the fluctuations in the state's budget.

44. What does Mr. Sandridge see as his biggest success or honor over the past several years as Chief Operating Officer, and what was his biggest disappointment?

Because everything that I can point to as a success is the result of many employees coming together to meet challenges, I cannot take any personal credit for success. There are many accomplishments that make me very proud of this institution, including our status as the #1 public institution for many years despite state budget difficulties and our financial achievements in handling budget reductions without letting go our employees. Also on the list are our endowment growth and achieving an AAA bond rating from all three credit agencies, making us one of two publics nationally – along with the University of Texas – to have this distinction. The high national rankings for our hospital, the collaboration between the Medical Center and the Medical School, and the capital achievements since the 1990s -- including passage of the state's General Obligation Bond bills -- are also important. Above any single accomplishment, my greatest honor is having worked at the University for the better part of my life, alongside so many smart and caring people.

My biggest disappointments, or challenges, were dealing with the NCAA violations and the collapse of the Pavilion I balcony during graduation.

~~45. Can Mr. Sandridge assure employees, esp. those who get care at our Medical Center, that employees' medical privacy is being respected by Medical Center employees, and by UVA Human Resources?~~

This question was responded to during the Provost's ECC meeting.

46. Would Mr. Sandridge and Mr. Block support allowing a classified staff member to attend BOV business meetings, as a student now does?

The naming of members to the Board of Visitors rests with the Governor. In 1982, the General Assembly passed legislation that allowed university boards of visitors to appoint one non-voting student member. UVa was the first university in the state to do so. The

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student is selected by the Board and serves a one-year term.

While I believe that my role is to represent the interests of all University employees in discussions before the Board, any employee can attend public sessions of the BOV, although seating is sometimes limited. BOV meeting schedules are posted on line at: <http://www.virginia.edu/bov/>. Also, Board meetings are covered on a regular basis in InsideUVA, the University's staff and faculty newsletter.

47. What are a couple of the biggest challenges that Mr. Block has faced since he became Provost?

The freeze on hiring and the dramatic reductions in state funding are definitely at the top of the list in reflecting on the challenges of my first year as provost. Given that we had only one vice provost in place when we froze hiring (Bill Quandt was vice provost for international affairs and we had to extend his original appointment to keep him throughout the freeze), it was challenging for me and for all of my office to keep things going during that time. We could have asked for special permission to move forward with those searches (vice provost for academic programs and vice provost for faculty advancement) but we felt it was important for us to be subject to the same pressures that everyone was feeling. I didn't feel right moving forward with those searches when we were freezing other searches. After a year, when we eased the hiring restrictions everywhere, we moved forward with the vice provosts, and I'm happy to say that we have a full team on board now.

The other great challenge has been the complexity of the job. So many units report to the provost and their work covers so many activities--from libraries to schools to residential colleges. Most of the things that rise to this level are the concerns that don't get addressed early on, so nothing is easy by the time it lands on my desk.

48. UVA's Darden School of Business has developed a very strong business ethics program. One of the concepts of ethical business practice is the idea of the employee as "stakeholder." Are Mr. Sandridge and Mr. Block familiar with this notion, and do they see it could be applied at UVA?

[response from Mr. Sandridge]: This may be a simple question of semantics. I often use the term stakeholder to refer to students and their families, patients, our alumni, and other customers (such as patrons at theatrical and sports events). I regard our employees as our greatest asset. By any measure, we are a labor intensive organization, spending about 60% of our budget on salaries. We are only as good as our employees. Without them, we are only bricks and mortar. Regardless of the terminology, there is no doubt that University employees are involved in and heavily invested in this institution, and hold an important stake in UVA's future.

49. I had a call from an employee today who was troubled about some emails she got last week about parking during the storm. But she said she thought the wording was inappropriate, they basically "you're on your own for parking" and she thought they implied employees were not acting responsibly.

This question was responded to during the Provost's ECC meeting.

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~~50. I've gotten several expressions of concern from coworkers about not getting their notice of paycheck deposit in their home mail prior to the actual deposit. I'm guessing this is an "Oracle issue" and am forwarding this concern to you both, assuming others are having the same problem. I've had a number of complaints this week regarding employees getting their earnings statements late. This is not an issue for just this month. It seems to occur pretty frequently. Are you hearing this from others around the University? How should this issue be registered with Benefits?~~

This question was responded to during the Provost's ECC meeting.

Additional Questions received following the meeting:

Question: The question I needed to ask for our staff is whether the reconstituted Off-Grounds Housing Office may serve the local apt./housing information needs of staff and faculty also, as the old one did (and alumni also I recall).

Providing these services to our employees is a step that I hope the office will eventually take, but in its early stages the office will be designed to serve students. Although still in the planning, we anticipate that financial support for the Off Grounds Housing Office will come from student fees, and therefore, we need to be mindful of the corresponding commitment to serve the student population. We would eventually like to be able to benefit everyone looking for off-grounds housing through use of this office's resources.