

**RIT STAFF COUNCIL**

Thursday, January 27, 2011

2:00 – 4:00 p.m.

1829 Room, SAU

**APPROVED MINUTES**

**PRESENT:** Bauroth, Bayerl, Carlino, Dana, DeLorme, Dinolfo (Hughson), Dwyer, Ester, Fagenbaum, Fragale, Goldberg, Henen, Johnson, Lana, Lepkowski, Marlowe, McDonald, McKeown, Ntheketha, Picioli, Pollock, Rogers, Rosenberg, Schleyer, St. Jean, Sullivan, Tydings, Watrous, Zachmeyer, McCloskey (Parliamentarian)

**EXCUSED:** Carroll, Fiorucci, Kiely, McKee, Ott, Phillips, Reafler, Rodriguez-Elliott, Saxe,

**GUESTS:** Joann Humbert, Associate Director, Organizational Development, HR  
Sarah Pillittere, Training & Planning Specialist, Center for Professional Development, HR

**MEETING** called to order by K. Ester at 2:00 p.m.

**MINUTES** of 12/9/10 approved.

**LEADERSHIP ACADEMY INITIATIVE**

*To access the accompanying presentation, go to the [StaffCouncilWebSite](#), sign in with your RIT user name and password, then click [What We Do](#) > [Meetings](#) > and look for the “Leadership Academy Initiative” link under ‘Materials’ for the Thursday, January 27, 2011 meeting.*

RSC welcomed Joann Humbert and Sarah Pillittere to introduce the leadership training being piloted in F&A. Joann explained that the initiative is being developed in direct response to the Employee Satisfaction Survey conducted last year. A summary of the survey results can be found on the president’s web page at [http://www.rit.edu/president/employee\\_satisfaction.html](http://www.rit.edu/president/employee_satisfaction.html). The survey results clearly indicated RIT needs to better equip our managers for their management responsibilities. It was decided the Finance & Administration division would develop a model training program that could be rolled out to the other divisions.

The first step taken was to articulate the desired results of the training:

- Engaged and Satisfied Employees – Employer of Choice
- More consistent and effectively applied management and leadership best practices
- Higher levels of performance, productivity and customer satisfaction across the Division
- Enhanced working relationships and collaboration with peers and employees

Joann explained they had spoken with people from employers recognized for their employee satisfaction, including Wegmans, Paychex, and Nixon Peabody. They also looked at best practices across campus. The resulting Leadership Academy model being developed emphasizes values and leadership development. It focuses on three leadership areas – of self, others, the institute. The values identified include honesty, open communication, competence, collaboration, fairness, fiscal responsibility, vision, respect, recognition, and at the center: accountability. The pilot involves 50-60 hours of training for the 170-180 leaders within F&A. The next challenge is to make the pilot workable/customizable across campus while retaining some standard content; and also making it relevant for employees in various stages of their careers.

Q – How will you assess the effectiveness of the program?

A – Because effectiveness will be reflected in both manager performance and employee satisfaction, we'll use last year's survey as a baseline, and run future surveys to compare results; we'll also use performance measures in manager appraisals.

Q – Could you explain the 'standard tools' being used in the course?

A – DISC is a tool to understand behavior – how you act and react in various situations. While it is a self-evaluation, it also helps you better understand the actions and reactions of others. LPI is a questionnaire given to your direct reports, your supervisor and your peers to look at how other people view what you do. "Crucial Conversations" is a 16-hour program that teaches you how to approach conversations that you know might be emotional or stressful. About 100 people have completed "Crucial Conversations" so far.

Q – Academic Affairs has a very different leadership structure than F&A. How will the Leadership Academy be applied to them?

A – That's a big challenge we face – there are degrees of leadership. Right now, we're working with the idea that all levels will do the entire program.

Comment – The same problems exist in Academic Affairs as in other divisions. The initiative *has* to include the whole campus. The Provost will have to take the lead and drive the effort in Academic Affairs. The crucial conversation information can be applied to students, too – we frequently have conversations when students are stressed and emotional.

Q – Has this pilot been mandatory for F&A leaders?

A – Yes. I believe at least some pieces should be mandatory for all levels of leaders. Performance reviews need to include the things we've identified as important.

Q – When someone is hired (or promoted) into a leadership position for the first time, are they invited to begin this training immediately?

A – We're working on a "New Leader" session to bring new leaders up to speed.

Comment – Why not offer it to all new employees in preparation for their progression to leadership positions?

Q – Employees in other divisions will have a long wait until they see results from this. Is there a push to do something more quickly?

A – Student Affairs has met to look at some of the 3 main topics from the survey: Communication, Recognition and Leader Training. We have presented the survey results to each division and asked how they want to respond, and how HR can assist them.

Q – First, thank you for all the work on this. My concern is that F&A is in some ways isolated from the academic side. Will this ever progress beyond F&A to academic units?

A – Having spent 15 years in Academic Affairs, I am confident the content is appropriate for them as well as F&A.

Q – The academic side has historically seen a lack of accountability for some low- to mid-level managers. Staff feel stuck because they're afraid to speak up for fear of getting fired.

A – In that case, it will be even more important for the Provost to communicate his support of the initiative and his expectation that all managers will participate. The final program we develop will be presented to the administration with a request for Institute funding and support from /implementation by all senior leaders.

In closing, Joeann and Sarah supplied copies of How Full is Your Bucket (Rath, Clifton), a book used in the pilot Leadership Academy, for RSC members to review.

## CHAIR'S REPORT

K. Ester read the report submitted by Chair B. Kiely:

- Welcome back! I hope everyone enjoyed their holidays and is, so far, enjoying a productive and happy new year.
- EC met with Bobby Colon to discuss the RSC bylaws. He suggests we change some of the wording in them to avoid being out of compliance with the National Labor Relations Act. He has requested, among other things, that we refer to the people serving on Staff Council as “members” rather than “representatives”. After EC we met with Bobby and he explained his rationale, EC was in agreement that the change from “representative” to “member” is appropriate. Peg is now editing the bylaws as the first step toward discussion and vote by full Council.
- Marcia and I will be meeting next week with Greg Pollock, Student Government President and Paul Rosenberg, Academic Senate Chair. I requested this meeting to discuss how the three groups can better work together beyond having seats at each other's tables.
- It is with mixed emotions that I announce that I will not be running for re-election as chair. My job has changed – and continues to do so – making it difficult for me to give Staff Council the attention it requires. Marcia will not be seeking re-election as Vice Chair or election as Chair, so both positions will be open in June. Please don't hesitate to contact me for more information on either of these awesome positions
- The calendar committee went to IC last week with a recommendation for the academic calendar for 2012-2013, which will be the final year for quarters. Discussion ensued and an alternate idea was brought forth. After today's meeting, Peg will send out the 2 proposals. We will discuss them and chose which to support at the February 10 meeting in preparation for a vote at the February 16<sup>th</sup> IC meeting. Please be sure to review them both thoroughly and feel free to contact me with any questions or concerns.
- Also at IC, it was decided to amend the approved 2011-2012 calendar so that we're not returning from Christmas break on Monday, January 2 which is considered the New Years holiday. Rather than having classes start on the holiday or on a Tuesday, it was decided to extend the academic break so that students return Monday 1/9/12. Staff will return on Tuesday 1/3/12.
- There is still an opening on Executive Committee for an exempt member. If you are interested, please contact Peg or me by noon next Thursday February 3.

## COMMITTEE REPORTS

*Communication* – M. Johnson

- Just completed the blog series, “Inspirational Stories;” our thanks to all the contributors.  
 Comment – the articles were excellent. I do think future posts should be far enough apart that the campus doesn't feel bombarded or become inured.
  - Upcoming posts will include a story about Nathan's Soup & Salad, now open in the SAU, and a mid-year review of RSC's work.
  - All members are asked to suggest future topics; perhaps something happening in your area that the rest of the campus would find interesting.  
 Comment – I feel RSC's blog should strive to be informational rather than entertaining.
- We're working to add a page to the site where departments can post their newsletters to make them accessible to the entire campus.

**Elections** – M. Dwyer

- This year's general election in the spring will be for blocks 1, 3 and 5.

**Events**– no report

**Institute Issues & Policies**– no report

**Ad-hoc Committee for Staff in Academic Units**– no report

**Ad-hoc Hot Topics** – no report

**OLD / NEW BUSINESS**

1. I'd like to ask our Parking Advisory Group representatives to request that PATS send out a reminder about how to park when the lines are hidden by snow. Some cars take up 2 spaces, some park so close you can't get into your car.
2. A few weeks ago I received an email from a colleague who asked if something can be done about smoking in front of the building entrances; was there any follow-up with FMS?  
A – Yes. It is not within FMS' purview to make or change RIT policy, only to implement it.  
Comment – Perhaps moving the butt receptacles away from the doors would encourage smokers to move away from the building.  
Comment – The difficulty with any policy would be enforcing it.  
Q – How is the 25' policy enforced on the residential side?  
A – The staff enforce it with the students. However, there's really no way staff/faculty can enforce it with other staff/faculty.
3. Q – What are the roofed shelters along the new south loop for?  
A – They will be bike garages after racks are installed in the spring.
4. Congratulations to our own Josh Bauroth, the new Monroe County legislator representing the 24<sup>th</sup> district!
5. Student Government just ran a very successful “Real RIT Challenge.” Twenty participants, including 3 deans, the provost and assistant provost spent 3 days and 2 nights in Perkins, Global Village and the RIT Inn. Lots of information and participant blogs can be found at [sg.rit.edu/challenge](http://sg.rit.edu/challenge). Student Government will be working with Dr. Cooper to review the input received. The heater at the Gleason Circle bus stop has already been repaired!
6. Snow removal is great during the week, but needs to be done on Saturdays and Sundays too, for those of us who work weekends.
7. The administration made a commitment during the recent recession to make protecting jobs a priority, second only to helping students continue their RIT education. They are proud, and rightfully so, for having done just that. Since then, however, a few staff have found their jobs either phased out or revamped into a totally different job. With RIT's continued growth and the conversion, it doesn't seem a good time to be losing staff, especially those familiar with RIT. I feel this shows a lack of loyalty to our staff.

Comment – I suggest RSC investigate the off-boarding procedures for terminations other than for cause, including assistance securing reassignment within RIT, and see if improvements could be made.

Comment – There should to be some information regarding this process in the HR archives because these same concerns were addressed in 1992 with Deloitte & Touche decisions and in 2001-02 with NTID's Blue Ribbon decisions.

**MEETING** adjourned at 3:15 p.m.

Respectfully submitted,

*Margaret S. Meyers*

Margaret S. Meyers  
Staff Council Coordinator