Hello? Hello, everybody. And welcome. My name is Chrissy Kipner, Chair of the Staff Advisory Council, and today we are here for our fall 2017 staff open forum. Thank you all for joining us. On the stage we have some of the MU's administration. We have Chancellor Alex Cartwright, Vice Chancellor for Human Resources Patty Haberberger, Vice Chancellor for Finance Rhonda Gibler and Vice Chancellor for Operations and Interim Vice Chancellor for student affairs, Gary Ward. So this is the Chancellor's first Open Forum, so he's got some things he'd like to say to open up to you guys since for a lot of you this may be the first time you're meeting him. So I will turn it over to you by giving you a mic. That would probably be helpful.

Chancellor Cartwright: Thank you, Chrissy, for being here. I just wouldn't to make sure you know who I am and listen to your questions. I really do appreciate all the work that the staff Advisory Council has been doing to make some of these things happen. I've enjoyed working with everyone and I really am happy to be here. It's, you know, it's been two and a half months, so I'm still learning a lot of things about what's happening at Mizzou and what we need to be doing. During that time we, of course, had move in. We've had three hurricanes, state fair, a lot of football games, board of curator meetings, and of course we worked on the climate survey results and thinking about where we're headed with that. So we've been busy for quite a lot of my time. I just focused on about what's happening
and where we should be going. You know, I certainly didn't expect for the job to be easy. I knew there were some challenges and I knew that we would have to be addressing those challenges. And I think that we are positioned to be able to address those challenges. One thing that I would tell you is that it's easy to focus on some of the negative language that you might be hearing, but what I focus on is what I see in the reality of the great staff, the great students, and the great faculty that we have with this institution, and we need to just keep moving forward collectively and making the institution a better place to be. We are similar to society. We have the same challenges that society does and we just need to realize that in how we move forward.

You know, the one thing that I've learned from coming here is that our staff, the people who are here are incredibly hard-working and resourceful. They really have a pride in this campus and it's reflected if you walk around the campus and you look at the campus and what's here. It's a beautiful campus and I think that's, in part, because of all the work that's being done to make sure that we keep this place the way that it should be. I hear comments from parents that visit. I just got an e-mail yesterday with someone talking about they were here for a visit I think it was on Friday and talking about how great of an experience it was, because when they were here, everybody was helpful. They were able to get and see the things that they wanted to see, and this is, you know, a point of pride for all of us, because they don't just interact with other students. They see some students. They see some faculty. They see a lot of staff. And I think that's reflective of the type of pride you take in the institution. I want to thank you for doing that. With all that's going on, I honestly feel that we really are at the cusp of a transformation in higher education, also a transformation here at Mizzou, and I've been spending a lot of time thinking about where we should be going. And we make music, too, apparently.

[Laughter]

You know, if you think about what we should be doing, we are a land grant public AAU institution. We're the in the Midwest. We have that pride of what we do and really we believe in what we're doing in terms of a research institution and the things that we do to prepare our students and our students are prepared in ways that they
go out and are incredibly successful in whatever they choose to do. And that's a big part what have we do. We have extension of we also have MU Healthcare. We have all the things we to that are impacting society in Missouri and beyond. Those are things that we can all be proud of. And even with all of that, I would argue that we need to think about reinventing the land grant. We need to think about what's the land grant institution of the future? We need to think about what does it look like 10 years from now and what does that mean for us? It oozes to be you along time ago you'd hear the story of the ivory tower and higher education and it was hard to get into the institution, at least to get knowledge out of the institution. And then over the last, you know, say 50 years ago we were talking about engaged universities where there was much more of an opportunity for people in the university to sort of reach out to the community and work with the community, but now I feel we're in a phase where it's no longer that, but rather we are part of the community, and so there are no longer walls that separate us from community and we need to be working directly with people and making sure that we are learning from our community engagement partnerships as much as we are contributing to them, because we improve the more we understand the problems that we're trying to solve and I think that's part of what we will try to do as the new land grant institution.

To do that, of course, we need to think about innovation of we need to embrace innovation in ways that not a lot of institutions have done. And we always talk about innovation for our students and we might mention, you know, entrepreneurship and start-up companies and those types of the things, but it's beyond that of it's teaching them how to think and solve open-ended problems. These are the types of problems they have in the real world. Right? Nobody gives you the answer. It isn't necessarily an easy answer when you're solving a real world problem. And so we need to have people be more creative. We need them to realize that they have an opportunity to try things and some things they might fail at and that's all okay. But a number of institutions talk about that and they also talk about, to a degree also, what we can be doing with our faculty. But I want this to be something that is ingrained in the culture of our campus, which means I want our staff to also be participants in the innovation that's taking place on the campus of I want us to think about how we're doing
processes. Every day, how can we improve? What can we do differently? How can we become more efficient or how can we serve our students better? How can we think about how the institution can look better? The visitors to the campus? All of these things you can help with. And I want you to take that opportunity and think about how you can start moving forward and thinking about different ways to do things. If we can do that, then I think that we'll be positioned where we can think about the grand challenges of society. So we have a campus that is thinking about its part in society and that we are linked through our collaborations with all of the external constituents. We have an institution that is focused on innovation. How do you come up with creative solutions to problems? And if we focus, then, on the grand challenges of society, then we can have collaborations across faculty, students, staff, and he can term partners, public and private partners. All of these things, then, can really be allowed to address bigger problems that take solutions, the solutions you need, there require that you have an incredibly multi-discipline air I approach to it that's Cross a number of different schools and colleges. That's what we can do that is unique for Mizzou. So that's really where I see us going without getting into all of the details, and really, the driving factor is that we want to think about not just that we are here and we're a part of Missouri and that we are the University of Missouri, but that we are the university for Missouri and beyond. We are a university that is focused on what we're doing for society to drive society and to move it forward in ways that are either technological, societal, social, economic, all of those things we contribute to. And you are a huge part of that. I look forward to continue to go work with you and I hope that you feel the excitement that we really are at a point where we can turn the corner and move on to much bigger and brighter things. So thank you for having us here.

[Applause]

>> Thank you for your remarks, Chancellor Cartwright. I am going to open it up to the audience. You have the administration at your disposal. Is there any burning question that you would like to ask them? And don't be shy. We have people that have submitted questions in advance and I will certainly get to those, but I want to make sure that everybody who actually physically came
here today has the opportunity to speak first. Going once? Going twice? Okay. All right. We will get in, and surely maybe some of you will loosen up as we go on. And we will start with a question that has been on a lot of people's minds, which is question three. I can read it to you and then Chancellor Cartwright and Patty Haberberger should be able to split up the response how they see fit. So here is the question. In line with the results of the Rankin & Associates consulting results, staff continue to feel undervalued due to unfair hiring and promotion practices and no raises in sight. Why is it that faculty are being given raises to Market value while staff continue to be overlooked, undervalued, and unpaid? What are the plans to give raises to system wide staff. That's the first part of the second part of the question, what are the mechanisms that can be improved and/or implemented to allow staff to re-class, increase upward mobility within their pay scale, and or learn new skills to transition to positions with their relative respective colleges?

>> Chancellor Cartwright: I'll take the first part, because I really don't know completely how to answer that second part. I think it's a little technical and I'll let Patty take that part. In terms of salary increases, we are, of course, going through budget challenges of the you know that. And we are trying to think about how we could at least identify some resources that we might be able to think about moving toward increases, but that's going to take us some time. I'm just -- we just don't have it right now. We do have some opportunities available on a limited basis where there are some increases that will be occurring, but it's a small number of those that are happening right now. We would hope we can do much more, but right now that's where we are financially.

>> Vice Chancellor Haberberger: With regard to the second part of that, I think that really speaks to, and can tangle through in a number of questions, like number of opportunities for advancement. A lot of things go into that. It goes into how we classify jobs. It goes into hiring practices. It goes into professional development that's available be for our statute. All of those things I can tell you are on the table. These are things that we've been talking about as we go through our administrative review and in working together with system HR and campus HR and trying to leverage the technologies they have, the professional development they offer, the
compensation team, and just looking at perhaps a competency based model. I will tell you IT has a really good model and it is something that we don't have to reinvented the wheel. We do have some leveling guides for certain positions, but not for all of them, so we need to really put a lot of thought in it. But there's a lot of things that go into that, and I know that -- I believe that with our recruitment and hiring practices, even processing salary offers, because we're so decentralized, not every college school and division is giving out the same information. They're not doing it in the same manner. So we know we have a lot of work there to do to try to standardize our practices. And as far as the climate, I have -- I meet regularly with the staff Advisory Council and this last week I think it was I learned something I didn't know, that there are a number of college schools and divisions that have their own staff councils, and so what I wanted to talk to them about is how can we put together some focus groups to talk about the climate survey results to come up with some accounts that we could put in place? And so they have a roundtable discussion with the councils from all of the college schools and divisions, so we're calling a roundtable discussion to have as a focus group so we can get your input on that. So I encourage you to submit ideas through your councils.

>> Chancellor Cartwright: I should add that when we saw the results of the climate survey, what we decided to do was I decide that had my office has to take the lead on how we respond to this of so I asked Marty Otting, who is my Chief of Staff, to be my Representative working with a number of people that are reach out to different groups. So Garnett Stokes is working with the faculty and thinking about what are those three to five things that we could be doing near term to improve the climate for faculty. Patty is taking the lead with staff. And that's the same type of conversation. That's why she's in those conversations with the groups, because we really are trying to identify what are those things we could do to help with the climate on campus? And we have asked Dean Sling to do the same thing with students. So there's a comparable process in all of those that's taking place. We've also asked that Kevin McDonald is working with all of those groups as a resource when there are issues involving inclusivity. So that's the structure we put in place of the hope is that we will have feedback from those groups very soon and that
we'll be able to identify about three to five things that we could do in the short term. Remember when Rankin was here, she talked about it's important that we think about some small number of items that we could get done in a reasonable amount of time and that's how we can start to change the climate. And I agree with that. So we're going to try to do about three to five in each one of those, something that's easily achievable within a year, and those are the ideas that we're looking for. All the great ideas that come up that are beyond that, we'll park those and we might work along and move some of those along at the same time, but we really will eventually start to think about all of those ideas. It's just we can't accomplish everything at once. So we're going to pick some, work on those, and then move on to others.

>> We have HRS training conference nobody first and second. Most of those will be here in the memorial union. I think on each day there's over 40 courses, a variety of courses that are offered. So I encourage you all. Registration is open and you can register in My Learn or if you go to the website there's a direct link into the registration.

>> All right. Anybody have any questions in the audience still? We're also livestreaming this event, so we are taking questions from all of the folks who couldn't possibly be here today. So we will try to read the handwriting and get those to you. While I read these and decide which of you gets to answer, I'm going to ask an easy one of some of our folks in the audience who are planted here on purpose. We do have a question about if the wellness center is going to continue -- wellness incentive, sorry, not the wellness center, those are two totally different things, next year since it is annual enrollment time. So I'll let you guys highlight any information about that.

>> Hello. I'm Kim Goldberg and I'm an HR generalist, and yes, the wellness incentive is coming back for 2018. The tier one will be the two-part qualifier and it's going to be the personal health assessment, and then I believe there's going to be a presentation, and then tier two will also be coming out of it's going to be coming out in November. I don't have an exact date yet. And then as far as tier two and the different activities, I know that they're they are forming a Committee or may already have the Committee to review the activities for tier two to see
what needs to be taken off and then what should be added for 2018. So more to come, but it is coming back. It's still going to be the $50 incentive for tier one and the $400 incentive for tier two.

> That's exciting. I think we all like seeing that in this month's paycheck, I do believe, if you participated. So something to look forward to. And just so you all know, Megan Wright -- I'm sorry, Kim, so Kim Goldberg and Megan Gregory are both HR generalist, but they are our benefits specialist on his our campus with us. Megan is over in parking garage number seven and Kim, you're in the Mediterranean school?

> Um-huh.

> So just wanted you all to know that they are here on campus and you can reach out for appointments and questions.

> Okay. So I'm going to go with a question I just gave Gary, which is about parking.

> Vice Chancellor Ward: So the question that I was submitted, there is a rumor going around campus that there is going to be an increase in the employee monthly parking fee, that it may be as much as $40 per month, which is more than double. Can you confirm whether this is a possibility? And if so, what is the reasoning for the increase? So I give you a short answer and then a long answer of the short answer is no, there will not be an increase in parking. But the long answer is we've recognized that in the future, we are definitely going to have some capital problems with some of our parking structures and some of our parking lots, that our current fee structure is not going to be able to address those. So we hired a consultant a couple years ago to take a look at a Master Plan for parking and they came back with several plans and some talk differential parking and some things like that. Before we do any implementation in that, we will have a campus discussion to show the problem, show the suggested actions we can take and then try to come up with a solution of how we're going to address those issues. We'll probably do that in the next couple six years, start talking about that.

> [Indiscernible] I understand that the money for parking has to come from somewhere. For some sort of potential employee, you can look at hundreds of other places around Columbia where you have a parking lot that
you go and park. You don't pay $20 a month to go to work. So I mean, is there any idea floating around where you could lower the parking?

>> Vice Chancellor Ward: If you couldn't hear the question, what his comment is there's a lot of places that have parking or a lot of employees that have no large parking for their folks. Typically at universities, parking is an auxiliary, which means they do not receive any kind of funding from the campus. So there has to be some type of a revenue stream that's going to cover the parking needs, whether it be a parking structure, maintenance on the lots, or something. This university has an auxiliary, just like the other ones I've been at, that we, as employees, do have to pay for parking. The Master Planner was recommending some different strategies that would maybe give us an incentive to not bring a car to campus or to be able to car pool or some of those other things, and that's kind of suggestions we'll start talking about in the next couple years.

>> All right. Does that answer everybody's questions about parking? Because it comes up every time, doesn't it?

>> [Indiscernible]

>> Yes. Patty, I gave you a question that had been e-mailed in, so if you would want to read that?

>> Vice Chancellor Haberger: Sure, if I can. Hold on a second. Individuals in the Employee Assistance Program were terminated and later recalled from layoff. What did administration learn from this dismissal and subsequent rehire of staff? And I would tell you that just upon further review of that decision, we determined that that was a mistake and with the support of the President we brought those folks back. And we are very happy that they were willing to come back. It just shows their dedication to the university.

>> Okay. All right. I will take one that has been presubmitted. This is kind of for you, Rhonda, so it's number 10, just because you've been sitting there. I'd like to share the wealth. So the question is, is administration still pursuing the idea of differential tuition rates for various programs? If so, is there a timeline for when such changes might be in place? Women tuition discounts remain in staff for staff independents? So that last part isn't for you but you could probably answer it.
Vice Chancellor Gibler: Thank you for sharing the love. We absolutely are looking at tuition models. We have a subcommittee of the strategic enrollment management group that's underway that is specifically going to look at different tuition models. What I would tell you is, given the current structure that have supplemental fees are specific schools and colleges, in different ways that is a form of differential tuition. We're recognizing that it costs something different to educate in the engineering college and it indicated in some areas of the College of Arts and Science and so forth. So one of the things that we're very interested in is making sure that they can be transparent with our students and parents and others who are looking at that information. The other thing that we need to take up as we do this analysis is how do we drive that set of resources in ways that under win our priorities as a campus? And so what happens in public higher education is for all of our history, we have subsidized. That's not something that you may think about offer. When I've done budget presentations over the years, you've probably seen some of that analysis that one of the things we try to do in Public Education is make it accessible for folks and oftentimes we've been able to use state appropriation to make cot here programs accessible. Over time we have to have thinking before material about pricing things based on programs, and some of our programs, because of the nature of the working the kind of personnel it takes, the requirements that we have very few students per faculty member can drive the cost. We are looking at the model we use, models that other universities use, and are going to explore something that hits several points. One that is absolutely relate-able to our students and their families so that they can understand what we're charging them and the other aspects of it are to make sure that we can underpin it with why is that the charge that we're going to be passing through? I'll go ahead and state that and someone can correct me, there is no plan at this time to reduce the benefit that folks currently receive in terms of tuition assistance. So whether you're interested in what you have as an employee or what your dependents have access to, there's no discussion of reducing the value of that benefit.

>> A lot of us are great to feel that. Chapter Cartwright, I'm going to ask you the second part that have person's submission on number 10. Mizzou often taught to
out of state students the ease of receiving a tuition waiver after one to two years of enrollment melted. While this is in accordance to state law, the state did not proportionally increase allocations to cover the nonresident students receiving waivers. This dilutes the per person available funds, weakens the institution, and leaves Missouri taxpayers subsidizing the institutions from higher cost states. Has any effort been made to work with our legislature to change the laws regarding this law?

>> Chancellor Cartwright: I would say there is no effort that's been made that I know of. Maybe there is. Maybe you can answer this better than I can.

>> I'd be happy to fill in.

>> Chancellor Cartwright: What I would say is this. If you look at the students who declare that they're going to be residents and then therefore eligible for resident tuition, a number of those students actually remain in the state and they contribute to the economy. So this is actually a positive thing for the state ultimately to be able to recruit talent to the state. I mean, that's the basic idea. If there's something you know about the legislature or anything about that, I'll let you do that.

>> Vice Chancellor Haberger: This discussion comes up fairly often, and the current is guidance on that from the state very much time from what the Chancellor was referencing. I don't know if you've ever heard us called the Flyover states, but there are folks who think of the part of the opportunity we live in as maybe an inconvenient attack onto the time it takes to get from one place to another. What we know, those of us who have spent a good bit of time, is that there is a lot to be said for the middle of America. And one of the things that we know happens when people come and they experience this, they have a revolutionary thought about what it can be to be part of Missouri and other parts of the country. And so the state many years ago, when the guidance was provided, the thought process was all around, let's encourage folks to come experience what there is to be offered in this part of the country. And the students don't just automatically get to convert their residency. There's a whole set of criteria. They have to go through an application process. They have to pay an application fee. And that information that they provide is reviewed and the idea being they're living in Missouri, paying taxes here, things of that nature. Certainly there's been discussion of is that something that
we should change? But I will also tell that you it's an attraction factor. It's something 245 makes our particulars that makes our university competitive and where we stand in terms of trying to think about our enrollment strategically, it's not likely something we want to do a lot of work with at the moment there. You can only pull so many levers at the same time and understand the outcome of those adjustments. So I would say at this point in time, we don't have a reason to go make a strong case to change that, but we absolutely review that information. It's not, well, somebody wants to convert and they were a freshman last year and they get to convert. They have to go through a process to show that they have spent some time in Missouri, and it's largely around have they earned money here, which means they've, then paid taxes into our community.

>> All right. Thank you both. It looks like we have another question that has been submitted online I'm going to let Steve stockman, at staff Advisory Council member, read it.

>> Steve stockman: And this was about park, as well. What is being done to prevent students from parking in employee spaces and areas that they have not paid a monthly fee for?

>> Would you rather Mike answer that?

>> He's right in front of you.

>> Well, of course we enforce very heavily the lots and the structures where employees do park. It's a continual battle, as you might guess. We do sight. We do toe vehicles. Once they reach a certain limit of it's an everyday thing were it's what we do. So I think it's better this it year in many ways than it has been in the past. But we continually strive to keep it as clear as possible for all the staff and faculty when they're parking on campus.

>> All right. Thanks, Mike. For those of you who don't know, that was Mike Soccauff, Director of parking and transportation.

This next question is for you, Patty. I'm going with number 11. It should be right there.

>> Vice Chancellor Haberger: Okay. So why are all the openings I am seeing for clerical seem to be downgraded in title, but the job duties you know are more of a higher position and pay for the lower position? Also, the pay range for titles do not seem to be consistent. Does not seem very fair or right.
Vice Chancellor Haberger: Can we just start to that part? So I'm not really sure what whoever the person asking the question meant by clerical seemed to be downgraded, so I don't know if that has something to do with the move to the new DGS, the global grading system that we did. Three years ago, I don't know too too much about how things were before that, but I think there wasn't any uniformity to job descriptions and pay grades and we just didn't really have a very good system. It was all over the place. So now the GGSs are university or system guide and I think the titles seem to be broader than they used to be of because of that, we had a number of people in individual titles that got placed into these broader roles. So for them it might feel like it's a downgrade. I'm not sure. And I can't sit here and say today that I think that everybody sitting in the right job tight and him in the right pay grade. I think that getting us into this system was our first pass and we've had discussions about the fact that we need to look again at our job titles. I don't know if that answered everything on that one.

Oh, as far as the pay ranges, so all of our jobs, all of our staff jobs have a pay grade that has a minimum, a midpoint, and a maximum. Typically you would post from the minimum to the mid point, but not everybody, due to budgetary constraints, has the mid point in their budget. So they'll post to what they have. And that is why it might seem like those job ranges are inconsistent, because they're not posting the minimum to the midpoint all the time, so just to let you know that.

Do you want to read a second part? Does anybody have any questions about the first part?

Yeah. And if whoever submitted that, if we were a little off the mark, you can write in and let us know, because again, these are anonymous. So I have no idea who that person was. The sending part of the question, why is it when you apply for a position from the university you never hear back about it, except your application has gone through and was submitted? It would be nice to hear if they have filled the position instead of wondering if you will ever get a phone call.

Vice Chancellor Haberger: So I think that probably goes to the volume of applications we receive in a year and the number of requisitions we fill as opposed to the resources we have. We would love to be able to reach out
to every applicant and give them a status along the way and let them know when somebody has been filled, but we simply don't have the resources to do that. So the conversations we've been having internally are more around what I'd like to do is be able to at least reach out to all of our internal candidates. I think that's doable if we put our minds to it. So that is something that we're going to be working on as we look at our business processes for recruitment and for onboarding. So we will be looking into all of that.

>> [Indiscernible] and e-mail?

>> Vice Chancellor Haberger: We do have an automated system that when you change a status of an applicant, it can trigger a communication, an e-mail communication, which seems impersonal, but at least you get something. Right? But that's if we can get every single hiring manager to change the statuses of the applicants in the system. So when I talk about opportunities for improvement, that's included in it there. Is closing out that rec, making sure the applicants have been dispositioned and being able to communicate. So those are all things that we'll be working on.

>> Raise your hand again.

>> So this is unrelated to that, but the chancellor's standing committees, I think, are a great shared governance system that we have at the university, but my question is why is it that there are two to three times more faculty members than there are students or staff on those committees?

>> Vice Chancellor Haberger: So there are some committees where I know there are greater number of factually. There are other committees that the numbers are fairly even. Historically, one of the aspects of picking what the membership ought to look like on a Committee is dependent on the topic that they're going to be exploring and where it is that internally we believe we can get the kind of feedback we need. So one of the things historically in some of these committees have been some of the faculty on them are there for very specific expertise that they might be able to bring. I know in some of our committees where we're looking at Finance, there are faculty members who are scholars in higher education Finance. And so when I talked about the tuition modeling, we've got Brad Kerrs, who is a faculty member who this is one of his areas of study. So he has a lot of background. And so I think sometimes that was part of the rationale as
to why there may be more faculty. And I do know some of it is about the topics that are going to be covered.

>> So I might add in the Chancellor's defense, he has not been here but a few months now, so that is something that has troubled staff council over the years and the standing committees especially. I think it might warrant a look at how those committees are made up, what those committees are. Makes sure they're still functioning and relevant and perhaps work with faculty, council, and our student government, MSA and GPC, to see if there's any committees that should be there in place. So that has not risen really high, but I do think that that is something that hopefully if we can put that on the Chancellor's RADAR, so if Marty is here, perhaps you can write that down.

>> Marty: Yeah, I did. We went through a meeting like I just said. We went through in great detail and looked at all of those standing committees and tried to figure out whether they were still operating or not, what they were doing, whether they were functioning as intended. What we didn't do, though, was talk about the makeup. We'll go back and take a look at that again and think about whether there might need to be some adjustments made on some of those committees of that's certainly something we can do.

>> Right. There are staff at-large positions that are open that faculty puts out a call every year for. Same with faculty council. They do the same thing in a little bit different manner and they appoint faculty from faculty council. There are generally also standing members on some of those committees, which may represent staff. It may be more administrative staff than you may like to see, but I think that's something that we can definitely explore moving forward. Sorry about that.

Okay. Let's just nip this in the bud on question eight. So I think we are all well aware that we did not receive across the board raises and many of these questions drive that fact home. So we're going to go to the second part. This will be the second year in a row for many to have their take-home pay decreased because of the increased cost of benefits, with no cost of living raise. Will the Chancellor and his staff look at other ways for motivating and incentivizing staff? Last year, and you weren't here, but last year the week between Christmas and New Year's was much appreciated. Is there any chance that will happen in lieu of raise and his to show appreciation for the increased amount of work without reflection in pay?
>> Chancellor Cartwright: So I think the first part of that was about motivating and incentivizing staff. Certainly we are looking for ways to motivate and incentivize staff overall. I think that's tied into the climate survey. That's tied into the things the whole group is doing were that's tied into what Patty is leading. I think any ideas that can come up there would be greatly appreciated so we could think about what we could be doing to help with the climate. I connect those with the climate.

As far as the second part of that, I will need to look into that. Okay? I don't know much about that. So I need to check that out. Okay?

>> To be fair, again, you've only been here since August.

>> I think that's perfectly reasonable. I don't think this is working.

>> There is a question.

>> If we have ideas on how to improve the culture besides getting a raise, where do we go to submit those? What are those ideas you can either submit?

>> You can either submit them to staff college or to staff advisory Council for campus, because that's who we'll be meeting with and that's our work group as we work through the results.

>> Yeah. And the piggyback off of that, please, if you have an idea, let us know. There is not one single person in this room or on that stage that as all the answers, so we're only going to work at this together.

>> So with all due respect, we've been hearing and we're trying to figure out some things to help, you know, increase the morale for two, three, four years now. And so, I mean, I just sit up there and we're looking into things to help improve morale. I mean, is that going to be the answer next year as well?

>> Chancellor Cartwright: Well, next year I'll be here over a year. So it will be a little different. I think if I'm here next year and I say that to you, then you should call me out on that. When I say I'm going to do something, I do it. So I will look at --

>> [Indiscernible]

>> Chancellor Cartwright: No, what happens, though, it leads from me. It leads from the Chancellor of the Chancellor is excited to it, then the other people who are responsible for making sure that those things occur will
do it. All right? So I have to be the one that is making sure that I'm holding people accountable, that I have made it a clear mandate that we're going to think about campus climate, and I want to know, what are those three to five things from each group? And I want to be able to say, in six months, here's the progress we've made on those things. Right? And in a year, we've accomplished them. So we need to be able to do that, and that's what I plan on doing. So when I'm talking about needing to know more about it, it is just because I've been here two and a half months and I really am just trying to understand, and I don't know enough about everything that's happened in the past and I don't actually dwell a lot on what's actually happened a lot in the past. I think about what I'm asking for what we're trying to head towards. So I think if you can give me that time, and I know, and I've heard this from a number of people, that it's been a number of years and I understand that frustration. But realize that, you know, this is our opportunity to respond to campus climate survey, to get a process in place where we get the great ideas from you and then we will actually implement those ideas and show that we're making progress in how we do this. So I welcome you to engage in that process and help us as much as you can. Okay?

>> I've got a couple things to kind of follow up with what we've been talking about. One is flexible work schedules are pretty common now in the workforce everywhere, and I know they're acceptable here, especially with salaried staff. Is there any discussion or any thought about allowing that for your hourly staff as well, flexible schedules, to allow them to meet the needs as well as their own?

>> Vice Chancellor Haberberger: Sure. So I don't believe that we have a flexible work schedule policy. If we need that so we can point to it, that might be something we can work on. But really, each unit, each leader of a department or a division or a college should be the ones to set the working hours for their staff, because what works for one unit may not work for another unit based on the nature of their work or their business. So for instance, and I think it's -- it certainly could be extended to our hourly paid staff. I know it is in my office. We have some people that work from 7:30 to 4:00 and we have some people that work from 8:30 to 5:00. As long as the core hours are covered and we're providing the service to the institution
that needs the expectations that the institution has of us, then I don't mind if somebody works early and someone works late. So we already do that in our division and understand Rhonda, she probably does. No one but you, Gary. So I think it's going to go back to what's the nature of the work? Do positions lend themselves to flexible hours? And then having our supervisors and our managers being open to allowing for that.

>> Okay. And this is a question that was submitted online. Is there currently a system in place for faculty, staff, and students to give cost saving ideas or problems with wasted or mismanaged spending to management either anonymously or not?

>> Vice Chancellor Gibler: There's a website option and a phone number option. I don't know them off the top of my head, but we can get them to folks. And that's the on anonymous option. So there are ways you can report anything that you're concerned about that you tonight feel comfortable bringing forward personally. That information goes through a process that gets routed if it's a Finance thing. Then my shop wouldn't have involve in it. If it's an HR thing, Patty's shop would. And every one of those reports gets reviewed and a response gets posted back to that website. I would hope when people have ideas and thoughts of that nature that oftentimes going through and talking to people directly is more productive, because you can really describe the situation. Oftentimes when we get those reports, all you know is the things they thought to put in the report and oftentimes you're trying to investigate but you don't have enough of the detail to understand what you're wanting to get at. If you feel that that's your best option, please be sure that you're pretty explicit in the examples that you give, because it makes it much easier for us to get to what you think the problem is and then I'll probably say one thing further that maybe I shouldn't, but I'm going to say it anyway. Oftentimes folks who are having interpersonal conflicts with other people in their own departments use that avenue to make those complaints, because it feels uncomfortable to potentially have that conversation locally, and it's one of the things that personally over my career here I've found that the EAP office and one of the reasons I'm so thankful that we've got that back up and running, it is an effective way for people to talk those things through. So I want to say that so people hear it. The work environment we all
have everyday has lot to do with our morale, and if we feel that there are issues that we can't raise and we can't talk about, it often exacerbates that feeling that this is just really not good. And so you can report things you think are true abuse through that channel. If you're really feeling like it's a workplace kind of issue, then I think EAP may be a place you might want to check into. And you can check into that to think through your own thoughts with them without, you know, having to say, well, I've got to try and drag other people with me. So those would be two resources I would suggest. And even if it's a cost savings measure, you could submit them through staff advisory council as well, I would imagine.

>> You can give us any ideas and we will definitely fun tell to the appropriate person. We did a little bit of that not so long ago when the budget issues first started becoming more public, so a lot of good ideas came out of that. Some of them have actually happened, whether that be that they were or because of the ideas you all have submitted. We'll take it either way.

This question is for Patty. It's the second one. The HR person on the Open Forum held 03/20/17 --

>> Vice Chancellor Haberger: That was me.

>> That's what I was wondering. So you acknowledge last Spring that there was an issue and indicated administration had or was considering hiring an outside company to handle the medical certification for FMLA leave. That's the Family Medical Leave Act. Or centralizing the verification process on campus. However, to my knowledge no changes have been made as to how this information is handled on campus from a risk management perspective, the liability to the university is tremendous, but more importantly, medical certification information should have the same level of security and confidentiality of any medical records. With limited access and details known only to the campus HR person to determine eligibility. Will this issue be addressed in the near future?

>> Vice Chancellor Haberger: So I completely agree that it needs to be centralized. We did work through HR council. HR council are the HR officers on the other four campuses and healthcare and system, and looked at outsourcing, but it's going to be cost prohibitive. It's not going to save us money. And so the other campuses already have a centralized function for FMLA in their HR departments. So we decided that that's really what we need
to do here at MU. The issue right now is resources. I
don't necessarily have the resource to dedicate that to
that, but I think given our volume, but I wouldn't know our
volume, but I'm guessing our volume, we would need at least
one or two FTE to do that. And that way we could have those
folks focused on the medical leave and then if a person
isn't able to return and they needing to on long-term
disability, there could be a transition and a handoff
there. Or if they can return, but need an accommodation,
then we can work with the disability services center to
figure out what kind of an accommodation that person needs
and they'll be working with the same team as they go through
their journey. So I think that's the best model for MU.
We've already discussed this. If it means re-purposing
staff, then that might be what we need to do. But I think
that's going to be the best model. So I think that's what
you'll see going forward.

>> Does anybody in the audience have any questions?
We've gotten a few submitted online, but I want to give you
the opportunity. I see a hand back there. We'll let Steve
walk all the way back to the very back row.

>> Okay. I do have a question. My name is Ron wood
and I'm one of the staff Advisory Council members and I work
in Campus Dining. The question that's been proposed is in
our department, you are only allowed to use two of your
personal days while you're in your six-month probation.
Now, we have time off like over winter break and other times,
and that means for some people that have families, no
paycheck, and so my colleagues are wanting to know what is
the administration going to do to address that issue?
Because it's like with that right there, I mean, we're
having issues recruiting good quality people and with that,
it's like people they could go work at a gas station making
more than what they're offered for our minimal starting
salary right now. So just a question that's been posed is
what is the administration looking at doing to retain
quality candidates in the UM System, more so on our campus?

>> Vice Chancellor Haberger: So the first part of
that was about the personal days and I'll just talk
generally about leave policies, because there was a
question that was submitted about that anyway. So the good
news is we have a pretty generous vacation accrual, so we
have, depending on how many years of service that you've
been here, you could accrue up to 352 hours, which is 44
days or 8.8 weeks. So that's fairly generous, but you have
to earn those over a period of time before you max out. I came from St. Louis University and our max was 200 hours or 25 days. So I find that that's fairly generous.

But in your six-month probationary period, right now you're not eligible to take vacation time, and so I think we can put that on the table as a potential of taking, you know, taking away that limit, because there may be, based on the supervisors' approval, very good reason that you would need to use your accrued time. And we also have talked about allowing all four days to be used, personal days, so that's on the table. So I just want you to know that, that we're talking about all of those things. Also, the sick leave here is unlimited as to how much you can accrue. And I think that's a generous thing as well. So we are looking at those things and there will be more to come on that.

As far as retention, I think that goes back to a lot of things. It goes back to professional development. It goes back to compensation. It goes back to work environment. And your work team and a number of things. So I think as we work through the climate survey, working groups, I think ideas around all of that will come forward and we'll put them on the table.

>> Did that answer your question?

>> [Off Mic] the only reason I've stayed with the university is because [Indiscernible] she is a fantastic woman to work for. If it wasn't for [Indiscernible] I would have left the university a long time ago, because I could go work at a gas station and make more [Indiscernible] and I've been here for four-and-a-half years.

>> Vice Chancellor Haberberger: I think we need her to head up some of our management training programs so I might be recruiting her for that. Thank you. You told a story at the staff Advisory Council meeting about how for every single person in your building, she bakes you a cake on your birthday.

>> [Off Mic]

>> Vice Chancellor Haberberger: So it's a very little thing that goes a long, long way. And I just want to say that, you know, climate is contagious. Negatively or positively. And we are all responsible for climate. So we're all in this together. So I just want everybody to keep that in mind.

>> That's very true. So this is kind of along the same lines of what we've been talking about. It was
e-mailed in, I believe. With layoffs, new campus initiatives, and ever changing landscape, how do we keep up with new expectations and still handle our day-to-day jobs? Many of us are doing more with less and projects take longer to complete. What is being done to evaluate processes and workloads?

>> Vice Chancellor Haberger: So I think that's a common question that I get asked. If there's not as many people in your department and you're still there, the work still has to be done. I think at least for the three of us up here, and we're missing IT, but we have this administrative review right now that's being conducted to look across all of our functions, and so there's a lot of discussion around efficiencies, process improvement, thought as much as reducing staff, but how can we do what we do Peter and what aren't we going to do anymore, because we have less people to do it. So I think that those are things that we will be looking at. I know I'm certainly -- we have a lot of HR processes that touch every single part of the organization and so does Finance, and we need to do it better. I don't know what that looks like right now, but that's what we're going to be working on going forward.

>> Chancellor Cartwright: I agree with you that the big thing is we do have a process underway looking at a lot of our units trying to figure out how do we improve process? How do we become more efficient? And it is really related more to, as Patty was saying, it's related more to just improving the efficiency so we can actually do our jobs more effectively. That's what it's focused on and getting recommendations, too, in terms of are there processes that we can stop doing? Which would be very useful for us to consider.

>> Okay. Well, I'm all out of presubmitted questions that are any different than what we've already read. I'd like to give the audience another opportunity for any kind of feedback or questions and then maybe one more call to all the people watching this or listening to this at their desks or in the general services building where we had a computer -- we had a screen set up so that they could watch it, those that don't have regular access.

>> Chancellor Cartwright: Apparently we have three more questions that Patty was given.

>> Oh, well, there you go. Probably in between the time.
>> Chancellor Cartwright: Two more questions. Hark hand we're not sure --
>> Vice Chancellor Haberger: We're not sure what to do with number one.
>> I have not seen those.
>> Chancellor Cartwright: We don't know what it means.
>> It's going to be closest to Rhonda.
>> Vice Chancellor Gibler: This is exactly what I mean by if you don't have enough specifics, you could rattle on and people are like, you didn't each get -- the question is when will the BPM policy match our current accounting policies. We are working very much on our policy manual in conjunction with the system's manual, with the collected rules, and can we've been making a lot of updates and changes to that, but without knowing specifically what people think doesn't match up, I have a hard time giving you a sense of when might be corrected. I'm happy if whoever asks the question wants to accepted me a message of an example of what the concern they have is. We have spent more time on the policy manuals in the last year and a half than I think had been spent on them for I won't hazard a guess, but I've been here 23 years and I want to say most of that time. So it is getting a lot of attention and it's partially for the reason we were just talking about. If we don't pay attentions to what the policies say, the people who are out there doing their very best to do the job right and well may be continuing to do things that don't have the meaning they had when the policy was written in 1972 or 1947 or whenever it was first adopted. So we believe one of the things we can do is make sure that our policies are streamlined and clear and understandable and so we have been putting a good bit of effort toward that. And I think the other two are not mine.
>> Vice Chancellor Haberger: It's very small print.
>> Chancellor Cartwright: I'm going to hand it back. Ink it's about this study that we're having.
>> Vice Chancellor Haberger: Right. So the second question is does the university have a plan to have one central HR office that deals with employment policy and compensation procedures? And I think that kind of goes back to the administrative review and we are looking, working with Marcia Fisher at UM System and Melinda and Carol and campus HR on what are the things, what can we -- what duplication of efforts can we reduce? How do
systems serve the campus? What's the best way to recruit? What's the best way to work on our compensation issues? What's the best way to work on discipline or progressive discipline or employee relations issues and things like that? So all of that's on the table right now, and I don't know that we'll have one central office, but we may centralize some services and still have them physically located on campus. So like I said, more to come on that.

But the third question, I've only worked at MU for four years and have been told that certain policies exist in regard to changing positions here on campus. I was offered a position -- this is a very specific question and I don't really want to read it out loud, because it's for a specific person, but I think it goes along the lines of what are our guidelines with regard to salary offers and people changing positions? So I think I'll talk about that generally. I will tell you when I first got here, I spent a good amount of time trying to understand how we do what we do, and in working with our recruiters and our HR professionals on compensation and job offers. And we've developed some guidelines. They're not policies. They're guidelines, because we want -- there needs to be a little flexibility so that we can look at a person in their totality and not just worry about what the campus average is for that particular title, especially when you have hundreds of people in the same title. They're probably not all doing the same thing. So we have different -- we've developed some different data points to look at when we're looking at job offers and those things. So this individual was told, and I've heard this other times, that the maximum they could get was 10% for a promotion. And I was asked last year if there was a policy, and my answer was no, there's not a policy. Guidelines [Indiscernible] that seems reasonable, but there may be situations where a person was paid very low in the pay grade they're in and is moving into an I promotion and we feel it maybe 10% is warranted. It depends on a lot of different things. We are looking at the way we make those offers and formulate those, so that's my answer to that.

Any questions along those lines? Anybody experience the same thing?

>> I don't see any hands, so I'm going to go with no. I noticed the bottom of the question references a lateral move, and this has been a discussion numerous times over the years, and it's one of those no win situations. We know
that there are different parts of the campus that at
different times have a greater set of resources with which
to work, and one of the things people worry about is that
those who have the most money get the best of all the
potential staff, because they can pay at a higher rate and
so there's an expectation that we try to put reason and look
at the actual job duties and make those kinds after
assessments, and so one of the things that I know over the
years has happened is if someone is moving in what we call
a lateral move, they're staying in the same pay
classification or pay grade, that you're not allowed to
give them a raise to move to another department to continue
to do the same level of work. And the philosophy behind
that is not about trying to keep the person from getting
a raise. It's to try and reinforce that we're one
university and we shouldn't be picking employees from
departments that are not able to pay.

Now, over time, in my view, this has become exacerbated
by the fact that our Finances have been very challenging
for quite sometime now. And so without having the
wherewithal to give merit raises that recognize people in
their departments, people start feeling like moving is the
only way that they can get increases. And so I think as
we unpack all of those issues, there's several answers to
this going forward, but I do know that it is bandied about
a good bit that if you are moving from a grade nine position
to a grade nine position, there would have to be
considerable thought given to can you get a raise to move
to the same level position just because of the feeling that
starts to generate that, well, if they're having a good year
financially, they can attract staff away from departments
that are struggling. And so we have to try and weigh all
of that to try and create the environment and the climate
where everyone can have a successful department. But that
one I've heard numerous times. Well, if the department
wants to give me a raise, they should be able to given me
a raise.

>> Okay. So I think that's all of the presubmitted
questions. And unless anybody wants to raise their hand
and ask and in addition out there listening at their desks,
this is your last chance to write in. I'm in the going to
wait forever.

>> Chancellor Cartwright: I'll say two things of I
want to thank you all of you for being here. I want to thank
all that you do for Mizzou. You know, it's really a
tremendous benefit to this organization to have dedicated staff. There is so much that we do well because of you. I also want you to realize, that you know, we are here and we want to listen to what you're saying of we want to hear your suggestions and we want your questions. Your questions that you're asking tell us how you care about this institution. That is what we should be thinking about. How do we solve those issues? How do we fix them?

There's a saying that I think they attribute to Einstein that said if I had 60 minutes to solve a problem, I'd spend the first 55 minutes trying to find the right question to ask, because once I figure out the right question, it will take me five minutes to solve it. So it's really about questions, because your questions are giving us insight into what's the challenging issues, and I think it will help us also, even with the climate responses that we're trying to work on, because it's clear to me that you have some concerns in a number of areas, and we need to be thinking about how do we address those? And I really do like the positive, you know, stories, too, about you mentioning your boss. I mean, that's a great thing to do, because that's what we need to talk about, too. We have some great people here who are dedicated to this institution and I want to thank all of you for helping us and moving forward together, and I look forward to working with all of you as we go forward.

>> Thank you, Chancellor Cartwright. I well echo your sentiments. I have noticed myself a very big change since you have come to this campus. I appreciate the leadership that you are showing and the inclusion that you're showing for faculty, staff, and students to work together. I hope great things come out of that. I think it will.

>> Chancellor Cartwright: Now that you say that, I have to talk about a meeting we had earlier today. We had a Chancellor's staff meeting, and I'm not going to say anything bad about the Chancellor's staff, but --

>> They're on stage.

>> Chancellor Cartwright: I actually have a cabinet now that includes the staff. Chrissy is on there. And then we also have a faculty member, Bill Rebel, and we have two students, Nathan Willet and Alex Howe and we were having a number of discussions, and I have to admit that some of the most innovative ideas and what we should be doing came from those four individuals, because you have the pulse of
what's going on in the organization in a different way than the administrators do. You're very capable of going straight down into the issue where we sort of know it, but we don't know it at the same level that you do. And it was incredibly productive meeting. You know, we will -- I look forward to their participation in many more meetings, because I think it really is starting to benefit this organization and we're going to be trying to work on a number of those suggestions. I will say even today, though, there were probably enough different suggestions that I'm not sure how many of them we could actually implement in a reasonable time frame, but we're going to need to go through that and think of which ones are the absolute best. But I want to thank Chrissy for her leadership and being there and actually giving us some of those ideas and letting us know, you know, what types of things we might want to consider that would really be beneficial to all of you. So thank you, Chrissy.

>> Thank you. And I know there are lots of leaders out there in this audience and listening and this is my last year as Chair of staff council, so if you feel that you want to step up, please do. It is very rewarding and you guys do have lots of great ideas. All right. I think we will call that a day. But probably not the end of anybody's day, because it's only 3:00 o'clock. Or 3:15. So we ended a little early. Thank you all for coming. Thank you, panel, for being here. I appreciate it. I know the staff do as well.

[Applause]
[Event Concludes]

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