

#### Committee on Oversight of Administrative Action (COAA) Minutes

February 26, 2021 11:00 to 1:00 Zoom

Circulated: April 9, 2021 Approved: April 9, 2021

Attending: John Pasquale (Chair), Thomas Braun, Gabriela Hristova, Donald Likosky, Karen Staller, Chuanwu (Wu) Xi, Annalisa Manera (SACUA Liaison), Hani Bawardi, Christina Young, MaryJo Banasik and Elizabeth Devlin

Absent: Ella Kazerooni, Carolyn Swenson

Guests: Colleen Conway, SACUA Chair

#### **Guidepost Solutions Discussion:**

Asha Muldro, Senior Managing Director & Deputy General Counsel, Guidepost Solutions Bradley Dizik, Senior Managing Director, Guidepost Solutions

- 1. <u>Guidepost Solutions:</u> Asha and Brad introduced themselves and let the committee know that they are making their way around campus to various groups of stakeholders and faculty being one of the significant groups to be able to meet the charges they have been given.
  - a. Charges
    - i. Charged with helping to implement the WilmerHale recommendations following the Philbert investigation.
    - ii. Charged with how to change the culture as a whole to create a place where people feel safe from sexual harassment and workplace retaliation.
    - iii. Primary focus is looking at the processes from a holistic approach.
      - What are the processes for hiring, promotion, tenure selection?
      - What is the policy around workplace retaliation, what are the controls to really help strengthen those things, what are the controls around mitigation plans?
      - What is the overall university culture and statement of values, that are held out and held dear?
      - Holistic framework of education, prevention, investigation and policies all in a network of support.
      - Requesting insights, thoughts and guidance to inform the process. This is an open dialogue. If a committee member has some thoughts after the meeting that they would like to share Guidepost, they can be reached at via email (will insert guidepost solutions email).
  - b. Guidepost background company comes in post crisis situation to help implement large scale cultural change. They are taking a holistic approach; Brad is leading the cultural change effort and has been doing this type of cultural change work in various other institutions.
- 2. <u>Guidepost Solutions Open discussion:</u> COAA is specifically focused on three areas including, faculty grievances, Office of Institutional Equity, and the evaluation process of administrators.
  - a. Culture change-how is that defined, difficult to answer, think of something that is qualitative difficult to measure when trying to change how can you quantitatively measure outcomes one of the ways to do that is to look statistically at the data of what is going on prior to cultural journey and what are the outcomes after you introduce different initiatives.
  - b. Units vary dramatically in terms of culture, there is a variability of awareness around issues, there is the unit culture and the university culture.
    - i. The university does not currently have Benchmarking through the AAU lens. 48 of the 58 institutions have a centralized compliance monitoring and support function, which the university does not have. There is no commonality across departments.



- ii. Guidepost Solutions has been authorized to move forward and work with Sonya Jacobs from Michigan Medicine to define a statement of values, ethics and standards for the university.
  - This is important in how the university defines accountability. The standards will communicate the set expectations and allow ability for authority to hold not just individuals but units accountable for allowing patterns and trends to occur.
  - The university will want to harness the positives in variability/diversity within units, without it being a contributing factor in the excuse of decentralization that does not allow the university to build a control environment.
- c. Evaluation process for administrators
  - i. There is no current process that will allow issues to be raised about department chair or dean other than to a department chair or dean.
  - ii. Evaluation feedback comes in two areas: a numerical evaluation that is published, and the comments evaluation that is sent directly to the administrator which is not archived.
  - iii. Originally evaluation comments were meant to be a form of self-improvement not a means of reporting.
    - Recommendations:
    - Guidepost suggested retrospective background checks for administrators, deans, and chairs.
    - Committee members recommended that administrator evaluations reflect the current faculty feedback quantitative and qualitative structure, where the files are maintained and available. If privacy is an issue, there are AI and other technological solutions that can use language identification that can flag an issue without requiring extensive review processes.
    - Administrator evaluations should be weighed when administrator is up for promotion or renewal.
    - Those filling out evaluations should be advised that the feedback will be taken into consideration when making renewal and promotion considerations for administrators.
    - Committee members recommended better and consistent communication from the university about disclosure channels and hotlines and anti-retaliation protections available.
    - Committee members suggested greater transparency on what the decision-making processes are in order to create more certainty on how decisions are made and who you can lobby.
- d. Faculty Grievances and OIE Feedback: Committee members will email Guidepost Solutions directly with additional feedback due to meeting time constraints.

## 3. Minutes were approved for January 22, 2021.

## 4. <u>Colleen Conway and open discussion:</u>

- a. AEC Feedback:
  - i. AEC will move forward this year as in previous years with a note from the president stating that the process is being restructured and this will be the last year that the process will proceed as it exists now.
  - ii. Committee recommended that a paragraph about historical context.
  - iii. This year only numerical data will be collected and available to everyone.
- b. Values statement:
  - i. COAA will have an opportunity to review the values statement that Guidepost is putting together in the spring.

# 5. <u>Communication:</u>

- a. Recommended a committee member can contribute to a faculty perspective piece to communicate the committee goals, charges and to inform faculty of the creation of the new committee and how it can be a resource to faculty.
- b. COAA will present to SACUA and Senate Assembly on May 10. In the report Chair Pasquale will make it clear that the focus of the committee is to connect the dots.



## 6. COAA Committee:

Chair Pasquale views the process of defining the committee deliverables as multi-year steps to put the information together in a meaningful way. After gathering the information, the committee can then proceed to define what the committee will do.

Meeting adjourned 12:29pm.

Respectfully submitted by,

Elizabeth Devlin Faculty Senate Office