THE UNIVERSITY OF MICHIGAN
SENATE ASSEMBLY
FINANCIAL AFFAIRS ADVISORY COMMITTEE (FAAC)
Advisory to Kevin Hegarty, Executive Vice President and Chief Financial Officer

Meeting Minutes
Monday, March 22, 2021

Committee Members:

- Doug Richstone (Chair), Professor, College of Literature, Science, and the Arts
- Kevin Hegarty, Executive Vice President and Chief Financial Officer
- Adam Matzger, Professor, College of Literature, Science, and the Arts
- Daniel Rife, Director, Facilities and Operations
- Elizabeth Devlin, Faculty Governance Coordinator, Faculty Senate Office
- Erhan Bayraktar, Professor, College of Literature, Science, and the Arts
- Erik Marshall, Lecturer II, College of Arts, Sciences and Letters-UM Dearborn
- Erik Nielsen, Associate Professor, College of Literature, Science, and the Arts
- Ivo Dinov, Professor, SACUA Liaison, Nursing
- Jessica Pasquale, Senior Associate Librarian, Michigan Law
- John Mansfield, Undergraduate Student, Business
- Keith Riles, Professor, College of Literature, Science, and the Arts
- Michael Byers, Associate Professor, College of Literature, Science, and the Arts
- Nancy Allee, Director, University Library
- Nicholas Reed Dunnick, Professor, Medical School**
- Vincent Alessi, Graduate Student, Computational Medicine and Bioinformatics
- Jane Jakeway, Staff Support, Executive Assistant to the EVPCFO

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Guests:
- Rich Holcomb, Associate Vice President for Human Resources
- Tim Wood, Senior Director for Staff Human Resources
- Sascha Matish, Senior Director for Academic Human Resources

EVP Hegarty and Chair Richstone welcomed committee members and guests for the discussion of Internal Vetting process for faculty and staff moving into

leadership roles stemming from the Wilmer Hale Report Recommendations. EVP Hegarty introduced today's guests: Rich Holcomb, associate vice president for human resources; Tim Wood, senior director for staff human resources; and Sascha Matish, senior director for academic human resources.

AVP Rich Holcomb stated that the University is evaluating their internal vetting processes for candidates and their goal is to establish more formal processes to be used by campus. He also stated work is underway to create guidelines for internal academic appointments on the Ann Arbor Campus.

EVP Hegarty asked what other higher institutions are doing. Mr. Wood noted that data is not available on what other institutions are doing, though Guidepost consulting may have some insights on current practices. Mr. Wood also noted that leadership is at all levels and currently, only staff leadership positons at the vice presidential level go to the board for approval and asked the group to comment on the question: How do you view leadership?

Committee members stated leadership positions within some of the schools and colleges are thought to have power or control over decision making. Leadership is defined by the college. Many leadership positions are vetted in team hiring committees. Teams are making the decision that affects the School. Chair Richstone raised the question of the locus of authority for decision making about findings from a vetting process. Ms. Matish indicated she would envision the unit weighing in, as well as the Office of the Provost and potentially the higher administrative levels in the unit.

 All committee members agreed allegations and complaints should be investigated and followed through. This did not occur in the Martin Philbert situation. Chair Richstone noted his concern of investigations into social media posts, political posts and importantly, accuracy/validity of the posts. Need to be clear on how to define objections to free speech. Professor Nielsen stated concern about invasion of privacy in the level of investigation if being considered and turned down. It would be important to have a mechanism in faculty and tenure review track process that explains the process, noting this is about expanding assessment for tenure track beyond research and teaching accomplishments to more nebulus categories. If there are red flags, convene a committee and follow through with the investigations. Ms. Pasquale recommended there be visibility of the vetting process across campus and questioned if it would uniformly applied including to positions like Director of Bands, Director of Athletics, etc.

AVP Holcomb asked if there were suggestions for ways to improve the process. Professor Nielsen suggested expanding existing process for letters of recommendations when up for promotion to include an open ended question. Keith Riles noted more scrutiny should be given to those promotions that will give employees a larger scope of power/control. He stated people become afraid to say what they know and feel intimidated by supervisors/leaders who are in positions of control, so investigators may need to go talk to people as part of the process for these high level roles. AVP Holcomb said to think of it as a sliding scale, there would be a higher level of scrutiny the more power someone has.

Ms. Pasquale and Professor Riles noted it was important to have checks and balances in hiring/promotion process. The evaluation of academic administrators only go to the person themselves. Inform evaluators if you have concerns that are not about self-improvement, go to the higher administrative authority. It is also critical to ensure that faculty and staff complaints are heard, acknowledged and all complaints are taken seriously.

AVP Holcomb asked what considerations would help shape our thinking as we engage with Guide Post? Chair Richstone noted theWilmer Hale recommendation for a formal written processes in promotion and hiring will create a big gulp about relevance. If there is misconduct in someone's past, is it pertinent to the new appointment. AVP Holcomb and EVP Hegarty noted individual assessment of each candidate is important.

Mr. Wood asked for input on timing of when vetting occurs. Professor Nielsen suggested save the review for finalist. Chair Richstone noted criminal checks are done with the department is ready to make the offer (last step), which can slow down the process and frustrates the hiring committee. Mr. Wood noted that if search firms are involved, they often review for criminal history in the early stages of hiring. Chair Richstone indicated faculty not in administrative appointments would be less familiar with the type of extensive vetting processes used by search firms. Committee members also mentioned prior criminal history may or may not be relevant such as alcohol related in their past. Committee members agreed relevance of criminal history is dependent on when it occurred and what the violation was.

All present agreed the conversation is challenging to ferret out. Today's guests thanked the committee members and indicated the discussion was very helpful as they provide a path forward.

Chair Richstone also thanked EVP Hegarty for his service on the committee and to the institution and noted EVP Hegarty's retirement at the end of April. EVP Hegarty thanked the committee for their important work and for their time and dedication during his six years at the University.

Meeting adjourned.

Financial Affairs Advisory Committee

March 22, 2021

Wilmer-Hale Report Recommendation

- The University ensure that findings of policy violations and other misconduct by internal candidates for leadership positions are collected and accessible, and establish a formal written process for obtaining and considering such findings in promotion, tenure, appointment, reappointment, and other hiring decisions involving internal candidates;

Current State

Work is underway to create guidelines for Internal Academic Appointments on Ann Arbor Campus

Current State

Work team is being developed to address internal vetting process for staff promoted to leadership roles.

Questions

- What is your advice on what constitutes "leadership" positions within our University.

- In your experience, were there gaps around assessing candidates for internal promotion?

- If so, what might be done to close the gaps?

- What other questions/considerations on this issue would you offer to leadership ?