

ADMAN Board of Directors  
Agenda  
August 15, 2013 (3:00-5pm)  
357 Hutchison

**Members Present:**

MaryAnn Mellor, School of Education  
Sara Reed, CA&ES, BFTV Cluster  
Sally Harmsworth, Medical Microbiology  
Lourdes Gomez, Student Housing, Davis Campus  
Denise Christensen, ECE  
Lisa Blake, Plant Biology, Davis Campus  
Teri Sugai, Shared Services Center, Davis  
Elle Barnes, CA&ES, Cheddar Cluster  
Nora Orozco, CA&ES  
Janet Brown-Simmons, CA&ES, Phoenix Cluster  
Letha Sines, University Outreach & International Programs  
Rosemary Martin-Ocampo, Graduate Studies

**Members Absent:**

Debra Fraga-Decker, BIA  
Dinah Greenstreet, Vet Med  
Sandy Higby, UCDHS  
Nikki Humphreys, ANR  
Tammy McNiff, OCCR  
Karen Nofziger, HARC  
Becky Robinson, BME  
Cindy Simmons, L &S Social Sciences  
Susan Sainz, L&S  
Binnie Singh, Academic Personnel  
Lisa Finnegan –Graduate Studies  
Jessica Potts, L&S, MPS  
Carla Munoz, Biological Science  
Lisa Borchard, Undergraduate Studies  
Joan Zimmermann, School of Education  
Meshell Louderman, Computer Science  
Allison Mitchell, Information & Education Technology  
Darla Tafoya, L&S: HARCS

**Standing agenda items:**

- **ADMAN Conference Update – Sara Reed**
  - March 12, 2014
  - Location: ARC
  - Theme: Developing Yourself as a Leader at UC-Davis
  - Different style: Workshop/break-out sessions in the morning (individually chosen beforehand), with capstone keynote speaker to wrap up the day
  - Keynote speaker: Dr. Robin Johnson
    - Website: <http://www.drrobinjohnson.com/>
  - Survey: Add question on why people were unable to attend (time, money, etc.)
  - Survey sent to ADMAN members on August 16<sup>th</sup> for feedback on breakout sessions/workshops
  - Feedback: Marketing plan, use other avenues (e.g. Social Media)
  - Will need volunteers (catering, marketing/IT, etc.) – more to follow
- General note: having the meeting minutes available on the web site quickly
  - Piloting “read ahead” strategy for ADMAN meetings
  - Agenda includes preview of next month (Sept: Organizational Excellence)
  - Other topics: Centralized purchasing, Strategic HR review, Keyless locks, 2020 Initiative
- **Standing Committee Reports: 3 to 3:30 p.m.**

<b>Committee Reports:</b>	<b>Representative:</b>
ABOG (Academic Business Officers Group)	Sally Harmsworth/Meshell Louderman
AADI (Administrative Application Development Int)	Tracy Lade/Janet Brown Simmons/Karen Nofziger
CCC&D (Campus Council on Community and Diversity)	Tammy McNiff
CCFIT (Campus Council for Information Technology)	Nora Orozco
FIS Steering Committee (Kuali)	Janet Brown-Simmons
Ed Tech (Subcommittee within CCFIT)	Kerry Hasa
Kuali Rice (collection of middleware)	Dee Madderra
UC Path Steering Committee	Susan Sainz
HRIC/HRAC/Career Compass (Human Resources Implementation Committee/ Human Resources Advisory Committee)	Rosemary Martin-Ocampo
SDAAC (Staff Diversity Administrative Advisory Committee)	Lourdes Gomez
SSC (Shared Service Centers)	Allison Mitchell/ Rosemary Martin-Ocampo

TIF (Technology Infrastructure Forum) and TAC (Strategic Technology Advisory Committee)	Tracy Lade
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- **Special Guests: 3:30 to 4:30 p.m.**

Carina Celesia-Moore to discuss “Administrative Officers for the Future”

Talent Development Program

- 7 month program: October 2013 - April 2014
- Target: 30 participants
- Capture the high-potential candidates
- Targeted positions to develop (based on discussions with HR for the greatest vulnerability)
  - Chief Administrative Officers
  - MSOs
  - Department Administrators
- Cross-Causeway Collaboration
  - Participants and program components from campus & UCDHS
  - Projects between locations; events at both locations
- Audience
  - PSS Grade 2-8; at least 1 year UC experience; career status

**Competencies**

- Competency-based programs are most effective for talent development

Performance Leadership

- Building Strategic Relationships
- Results Orientation
- Strategic Problem Analysis

Interpersonal Leadership

- Communication
- Talent Management
- Team Effectiveness

- Solidifying behavioral indicators; developing 360 degree competency-based assessment

## **Program Components**

- 360 degree competency- based assessment
- Function-based self-assessment (more “tactical” skills)
- Development planning
- Competency-based workshops
  - 1-2 per month (full days)
- Individual Work
  - Analytical writing project
  - Informational interviews
  - Individual development
- Group Project
  - 40-hour project
  - Significant, implementable project
  - Project sponsors will be needed; need to be actively engaged – not mentoring but setting the stage for the group, including feedback mechanism
- Not meant to be “all inclusive” – identify where there are other skills that people can learn
- Time commitment: 1-2 days per month, 40-hour work-week,

## **Tentative Timeline**

August 16 – Program communication begins

September 12 – deadline for nominations (self or supervisor)

September 25 – Selection communicated (via Selection Committee)

October 5 – begin 360 degree assessment process

October 2013 – April 2014: Workshops, self-assessment, individual work

December 2013 – April 2014: Group Work

## **Where You Can Help**

Projects

Seeking project sponsors

Projects appropriate for 3-person team

40 hours of project work per team member

Project teams will present their final report to a panel of senior leaders

## Panels

A Day in the Life of an Administrative Officer

Case Studies: Operations Management

Project practice presentations

## Informational Interviews

### **Application Process**

- Competency you feel you excel at
  - Competency you want to develop
  - Why you want to be a CAO
  - Supervisor letter of support – not perfunctory; explain why this person should develop, potential, etc.
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- Candidates need to have some baseline of information but not expected to have everything
  - Need to ensure that hiring authorities and higher levels are aware of the benefits and there is a high potential pool of candidates
  - Suggestion: Include the successes of previous programs (SAOs, MSOs); potentially a more qualitative/ethnographic method of describing the success
  - How do we give people experience in another unit (academic vs. administrative) – internships, job rotation, stretch assignments,
  - Talent Management: will need a culture change; need to develop people – what happens if we don't?

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- **Hot Topics – Dee Madderra: to 5 p.m.**

Background:

*Kuali is expected to go-live without the ability to issue a DPO number in advance of a purchase, the document will have to route first to the FO for approval before the DPO is generated. There are no plans to change this process in the baseline functionality of Kuali.*

*However, the suggestion was made to have ADMAN reconvene the Pre-purchasing committee (even though Kuali, not the pre-purchasing system, is the system of record necessary for the audit trail) to determine if there is some way to rethink the roles and approvers in the pre-purchasing system so that they mirror some of the rules and roles in Kuali –and have pre-purchase as the system of record, this might then allow a reopening of the discussion related to DPOs being issued in advance of the purchase.*

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**Next meeting: September 19th, 2013, 357 Hutchison Hall, 3:00 to 5 p.m. – Bryan Collins and Lisa Terry** to discuss the End-to-End Business Process Improvement Project - Organizational Excellence

Future meeting dates for Academic Year 13-14 – with appreciation to Janet Brown-Simmons for reserving Room 357 in Hutchison Hall for all our ADMAN meetings next year.

Oct. 17, 2013  
Nov. 21, 2013  
Dec. 19, 2013  
Jan. 16, 2014  
Feb. 20, 2014  
Mar. 20, 214  
April 17, 2014  
May 15, 2014  
June 19, 2014

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***Committee reports***

**ABOG**

ABOG reps from all the UC campuses met in Santa Cruz in July to review progress for the 2014 conference in Los Angeles and to tour and select a site in Santa Cruz for the 2015 conference:

2014 UCLA – The program is coming together, some speakers have been identified, and there are several options/opportunities for the campus tour that are being discussed. The theme of the conference will be along the lines of “UC World Changers”. Date of the conference is 27-29 April, 2014. Each campus takes on a role to support the conference and UC Davis will be managing the raffle.

2015 UCSC – 2015 will be the first time that UC Santa Cruz will be able to host the conference in their city (previously, hotels were not large enough). Two hotels were toured and one was provisionally selected. Contract negotiations are underway.

**AADI**

Meeting next week; Town Halls coming regarding Automated Course Evaluations (ACE) coming this fall (once faculty have returned)

**CCC&D – No update**

**CCFIT (Campus Council for Information Technology) – No update**

**FIS Steering Committee – No update**

**Ed Tech Subcommittee of CCFIT**

Attendees: Delmar Larsen, Andy Jones, Susan Keen, Linda Behrens, Amy Kautzman, Jim Carey, Chris Thaiss, Marco Molinaro, Tim Leamy, Rosemary Capps, Dan Comins, Mary Stewart, Paul Salitsky, David Levin, Dan Starr

Delmar reviewed the slides he plans to present to the CCFIT committee next month.

### 1. Questions about eTextbook slides.

- Marco asks about the details of the pilot. Are you comparing two sections?
  - o Marco also points out that most publishers are trying to sell the *experience* of an etextbook, not just the content.
  - o Comparing the Pearson eTextbooks and the ChemWiki may be problematic. Delmar thinks this will be okay in 2C.
- Chris asks, other than the costs of these various tools, what question are you asking to indicate a measure of difference? How will we be able to say it's the books that are different, not the teaching method?
  - o Since Delmar is teaching both classes, the teaching variable will be the same.
  - o You might be able to also look at attitudes—student opinions of the texts.
  - o If you're helping someone make a decision down the road, it seems like we need to show that the student learning or teacher experience is different when you use the etextbooks. You may be able to get at this by talking with students.
  - o Delmar will also be using the same exams, so we may be able to see if students perform better in the class based on the text they have.
- With the first pilot, the content is the same; only the delivery of the text is different. So this pilot is trying to compare distribution methods.
- In the second one, there are two other factors—open content versus commercial content. This pilot is trying to ask, is the open access material capable of supplanting the commercial etextbook?

### 2. SmartSite Successor Slides

- New LMS options are D2L, Blackboard, Canvas, and Moodlerooms.
- \$100,000 is for work next year, not the whole transition.
  - o What would it take for the whole transition? It depends on the LMS. We'll have to run both systems in one year while we transition, plus the cost of the actual transition of data.
- We'll evaluate the LMSs this summer and come up with two or three options (preferably two). We will evaluate by looking at the tools and about 15 other criteria (e.g., dependability, interactions with existing databases, ability to extract data).

### 3. Testing Center Slides

- 10,000 students are just for disability. The athletes who take proctored exams are in addition, but we don't have a specific number for that.
- The \$300,000 is lost opportunity. No one is directly paying that bill; it's what the faculty time is worth.
- We're also seeing four times the failure rates for students who took quizzes online and the students who took it on paper—they got the same scores, but the students online are cheating.
- Faculty Welfare (senate committee) unanimously endorsed a testing center.
- Provost Hexter also expressed interested in a center at the Online Retreat.
- Some students pay for the testing—that is not factored into the cost in the presentation, but they are asking for a part-time hire to investigate this issue further.

Jim Carey offered to co-chair this committee next year.

#### 4. Proposed topics for next year

- Lecture Capture
- LMS replacement
- Policy for web accessibility and how to implement that policy on campus.
- Academic Analytics
- Technology standards for the classroom
- Camtasia tutorial (or more general discussion of hybrid course technology)
- MOOCs

### **Kuali Coeus**

There has not been a recent meeting, however at the moment they do not have a concrete roll-out date. The KC team is taking the opportunity to reevaluate. They have encountered some issues with data import and KFS-KC Feeds. The KC team is also working on additional requirements and project backlog.

#### **1. Kuali Accounts Payable and Purchasing update:**

- ☒ Any open orders in DaFIS will need to be cancelled or closed by implementation; they are automatically cancelling/closing DPOs, DROs approved before July 1<sup>st</sup>, 2012 by October 2013.
- ☒ Kuali has new commodity codes; there are no plans to map the current commodity codes to Kuali. The new codes are needed to have one standard set of codes used for reporting purposes to UCOP
- ☒ During the transition from DaFIS to Kuali there will be a freeze on importing purchasing card transactions into the system, campus is checking on the acceptable amount of time we can delay payments to US Bank.

#### **2. Invoice Processing**

Plans for AP Centralization of invoice processing have been put on hold for the short-term. Kuali is now expected to go-live without centralized AP vendor invoicing.

### **UC Path Steering Committee**

There is a lot of data conversion going on between PPS and PeopleSoft, matching fields and a lot of GAP assessments.

As stated before the time line for implementation still looks like it will be pushed out even further for Wave 1. A decision will be made in November.

Composite Benefit Rate has been negotiated with the government for this year (UC Berkeley and UC Davis only). There were the issues of the 9 month appointment and summer salary. This is a one-year only negotiated rate, will have to be addressed again next year.

The replacement systems for PeopleAdmin and EPAR are being looked at again for data conversion. There is a lot of cleaning up of data being done in PPS. You might see some PAN notices being generated because of this. Irene stressed please do not touch them.

The L&S time system is now shut down, however if anyone needs a report on past time, they have developed reports to get that information to you. You can request that through payroll.

UCOP is working in conjunction with the campuses to determine what (PPSDS) reports that we still need. They have identified 97 that will be built centrally. Which is good, because we currently have 147 that the Davis campus uses. Again, a lot of data conversion is happening.

IDM (Identification Management) is crucial for UCPATH to happen, so this is also coming in place.

And the last item is we actually got to see what the UCPATH system looked like. We had a small demonstration. We viewed the AWE Case Management system (Approval Workflow Engine). If some of you already work with the shared service system I would assume that it looks similar. The key is setting up your structure. It does have the ability to be as specific as you want it as far as who approves actions. It is very similar to how we set up our PPS structure on line. There is a portal that not only shows who you are and all your personal information, but it gives you access to others (according to how you are set up in the approval structure). The self-service part is looks just like "at your service". The nice thing about it is that everything that you would need to access is on one page and that will connect you to the different systems (so the front end is all you see, and you wouldn't even know what software programs that you are entering into).

This was the first time we saw something and at our next meeting in October we will have a longer presentation. The academic department representatives at the meeting were very skeptical that it will work in an academic environment. I think the 4-5 of us in there were thinking this may work for an administrative unit, but not for the many faculty issues that we have and need access too. We also still are skeptical that this will save any time (efficiency?).

Screens will be tailored to the "customer" (e.g. faculty, staff, student, etc.); similar to At Your Service.

## **HRIC/HRAC/Career Compass**

### **1. CANRA (Child Abuse & Neglect Reporting Act) - Wendi Delmendo/Eric Kvigne**

#### *Handout; Policy*

- Law changed in January stemming from Penn State situation
  - o All coaches are now mandated reporters including student volunteers and all employees who have contact with children on a regular basis. Law does not define what "regular basis" means. UC is left to determine on our own.
- System wide policy goes into effect this month-July 2013
- Policy restates the law: External reports are required to law enforcement/child protection agencies and internal reports are required using the Ethics Point hotline. If an employee doesn't report to the hotline, then their supervisor is required to.
  - o Major question under discussion is how to define "regular contact"
  - o Additional discussion revolves around how the policy relates to UCD students research subjects that are children and how to identify employees who are not currently mandated reporters, but should be

- Main purpose of having mandated reporters is to raise the bar to protect minors on campus
- If there is a position should require the employee to be a mandated reporter, let Irene know
- An employee who refuses to sign the form may face penalties including job-related discipline
- More communication to come regarding mandated reporters
- Discussion on background checks
  - Current policy does not mandate background checks for *all* positions
  - Background checks are currently mandated for “critical conditions” positions (involving radiation, chemicals, minors in lab/shop policy, etc.)
- For some institutions mandated background checks are common practice; it is a larger topic for discussion at UC that requires senate discussion as it applies to faculty.

## **2. Affirmative Action results from CODVC presentation – Wendi Delmendo**

- A presentation was made to CODVC to portray a snapshot of where UC Davis is with respect to composition of workforce in 2008 and 2012.
- The report looked at women and underrepresented minorities
  - Progress has been made very slowly and may not be sufficient with respect to UC Davis’ principles of diversity.
  - Results have brought a call to action. Rahim is working to produce diversity profiles especially with deans and management.
    - Goal is to try to do a better job to attract diverse candidates. The biggest current problem is getting minorities to apply and have interest.
  - Departments could look out farther in the recruitments ex: diversity/veterans job fair
  - Depts. can also reach inside—UC Davis is well represented downstream of leadership positions, but needs more representation upstream

## **3. PPSM 60 – Layoff – Irene Horgan-Thompson**

*Handout: Layoff Activity November 1, 2011*

- Policy was changed about 1.5 years ago so that locations could decide between preference or severance. UCD usually decides on severance, but is now considering severance *only*.
- Severance still allows individuals to apply back to the university for employment.
- With preference, a person sits in preference standing at UC Davis for 3 yrs. There are varying views that this could be positive or negative for the individual.
- Decision: move to severance only for PPSM.

## **4. Salary Program/Calibration/Equity – Marion Randall/Susan Gilbert**

*Handout: Calibration document*

- Non-represented staff use paper EPAR this year, electronic next year

- Davis campus HR Program Managers held a calibration meeting
  - Discussion was difficult because there hasn't been a previous practice of differentiating people
- Salary program is recognized as a large culture change
  - Chancellor Katehi is one of its biggest spokespersons/supporters; she wants a salary program that's repeatable year after year.
- Regarding the "Equity Program" more information, parameters and guidance will come out in September – "Market Equity Program"
  - Collecting data on those that are on the bottom of the salary scales
  - Budget office may provide SOME funding for GEN funded (Target is a 1%, but departments may be allowed to offer more)
  - HR notifying Deans of individuals (August 2013, responses due in September 2013)
  - Target: Non-represented staff
  - Goal: October 2013 (Biweekly: Oct 23, Monthly Nov 1)
- Discussion held on appraisals
  - Regarding implementing the new appraisal form/online application for represented staff, managers/supervisors should be talking about change for next year; there will be a different tool and form.

## **5. HR Review Update – Susan Gilbert**

- Future state as aligned by TW:
  - One overarching strategy for UC HR regardless of location
  - Be more centralized on how we deliver services
  - Future State was not designed as a cost savings activity.
- Timeline for implementation change 18-24 months
- Upcoming actions:
  - Team building activity with Health System and Davis campus together
  - Develop strategic plan for HR
  - Regroup the Advisory Committee early fall and make it more robust
  - Throughout the summer continue with communication and discussion
- Moving forward, HRAC will be kept informed. Questions are always welcome.
- Please visit the HR Strategic Review website at <http://hr.ucdavis.edu/strategicreview> to view the Towers Watson recommendations report along with other project updates and timelines

## **6. Maternity Benefits:**

- New maternity benefits training will be online.
- Not rolled out yet; more details to come

## 7. Stipend Guidelines

- 100s of people with stipends

## 8. Business Officer Institute

- Nominations due August 21, 2013

## 9. **ADMAN representative:** MaryAnn Mellor discussing with Susan Gilbert

**SDAAC** – Meeting Today (Thursday, August 15<sup>th</sup>)

**SSC** – No meeting in July or August due to fiscal close & vacations

Currently working on a client case management system, however, currently in process for hiring IT to provide needed support.

Questions regarding Brown Bags – are they effective? Is there another way to communicate with stakeholders?

## **TIF -TECHNOLOGY INFRASTRUCTURE FORUM**

- TIF's role in support of the Strategic Technology Advisory Committee – Gabe Youtsey

NOTES:

STAC feels TIF is a natural partner to work with on technical aspects of proposals that are submitted to STAC and would like TIF representation to serve on STAC. A TIF technical rep could help create better proposals and give insightful technical feedback. TIF subcommittees may be tapped for review of specific proposals that require certain expertise. Will follow a flexible approach on a project-by-project basis, soliciting input as appropriate, based on the proposal. TIF members are supportive of the idea.

STAC leadership is working on making some changes. The cycles for submission seem cumbersome. Plan to simplify and let people submit any time throughout the year. If a proposal would like consideration for budget funding then it will need to be submitted by a certain date in order to get in the campus annual budget process – in that case there'll be a deadline each year for anything that's asking for funding the next fiscal year.

Talk of adding more analyst support to STAC to help coordinate activities and keep proposals moving forward and also to keep the registry updated so it's a useful tool.

- CCFIT recommendations, TIF involvement in SmartSite evaluation – David Levin

NOTES:

SmartSite is under evaluation; will we continue with SAKAI or move on to another application? A steering committee is working over the summer to do some ground work on this question, then will call together a group in 2013-14 to evaluate five different systems that will be piloted in winter 2014. The Steering Committee is looking for engagement in the campus community, including input of TIF. Will form a technical workgroup to evaluate the technology, e.g., how well does an application work with other applications, like LMS. Another workgroup will focus on the user experience, and other will focus on support needs. Faculty and student (ug and grad) reps are involved in the process.

- Roll-out plans and anticipated timeline for storage services – Gabe Youtsey

#### NOTES:

A campus contract with cloud based file-sharing service “Box” was signed at UCD Purchasing today (much excitement amongst the IT community on this one since it represents significant progress when it comes to our campus being less risk averse and agreeing to IT service contracts). The campus plan is to roll out the tool starting in fall 2013: softer roll out with IT (TIF?) members, then later a larger campus-wide announcement. Box will provide 50 GB of file space to all faculty, staff and students. Other UC campuses are already using Box; they’ve reported that it takes off quickly once people start using/sharing. Box makes it easy to share docs with people at other institutions without the need for a new account, i.e., using Google apps requires a user to have a Gmail account. Box training materials will be available online for self-service; other technical support will need to be handled by local IT rather than IT Express (likely to be desktop issues, or user training questions).

There is some concern from administrative offices that a tool like Box could interfere with business processes with respect to records retention. Recommend units develop internal policy that says how Box can/is to be used. Box is FERPA compliant but not HIPPA compliant within UC at this time – until that is in place, the health center will not have access to use the application. Data in Box is encrypted but our campus does not have control over the encryption. IET is putting together controls that will alert users upon login what can and cannot be filed in the application. Cheryl will compile an FAQ. One benefit of Box.com noted by a TIF member was it provides some level of data back-up – unlike data stored on laptops that might not otherwise be backed up. See <http://success.box.com> to see training materials.

- Email and collaboration services – Mark Thonen

#### OFFICE 365 (UConnect in the cloud)

IET migration of their unit to Office 365 (Cloud) is complete.

Calendar delegate migration went smoothly – learned they had to move people who are sharing calendars simultaneously. Migrations can be scheduled via a web interface that has a project manager to work with campus units. If interested in migration from a current email to Office 365, contact Mark Thonen. IET is creating test accounts for interested IT staff as part of campus piloting of the service.

#### GOOGLE APPS

The campus now has approval to turn on Google apps for all of campus. This includes Google+, but not Gmail. Campus plan is to make this available by the end of August. However, the transition to using Google apps for people who already have a Gmail account with a “ucdavis.edu” address is problematic. IET will put out information for these legacy account users to help them make the transition and be able to use Google apps.

#### IT EMAIL & COLLABORATIVE SERVICES FEE

Cost model is actively being addressed and undergoing review and approval at BIA. There will be follow up meetings later this week and next in order to get a service model cost out to campus as soon as possible. Mark Thonen acknowledged that getting units to switch email services and make a selection without knowing the cost of each option is very difficult!

#### **TIF Ignite! – Dewight Kramer**

- Division of Social Sciences’ Use of Campus Learning Management System

NOTES: Dewight talked about using LMS as a manager to assign and track training to staff. If training is assigned to an employee by a supervisor, LMS can be used as a reminder system for the employee to take refresher training on a periodic basis [also useful for mandatory training such as Lab Safety!]. DSS IT unit is using LMS for training student assistants. If interested in setting up a manager interface in LMS, contact Kelly Crabtree.