

University Staff Senate Minutes

March 21, 2024, 11:00-1:00 p.m.

Raynor Memorial Library, Beaumier Suite C and virtual

Present

Elected representatives:

Calley Hostad, Kirsten Boeh, Amber Jensen, Lizzy Machado, Molly Eldridge, Tina Aiello, Jack Bartelt, Dwayne Burtin, Maria Cooper, Robin Cork, Latrice Harris-Collins, Yvonne Printz, Steven Robertson, John Sweeney, Rae-Ann Vanek, and Karli Webster

Other attendees:

Mark Schumacher, Tia Langnes, Annie Empey, Ritu Sachdev, Marilyn Jones, Melissa Econom, Tammy Meyers, Sherri Lex, Courtney Hanson, Katie Ruetz, Sue Cirillo, Yasi Blackmon, Sheila Kershek, Sherrie Dorff, Elizabeth Voltner, Jack Nortman, Irene Cvetich, Lizzie Kerrick, Stephanie Werkowski, Paul Dion, Mary Serrano, Kiley Sturgeon, Jordan Mason, Cathy Brummer, Katie Klamecki, Amy Connelly, Jenifer Van Able, Karen Nest, Julie Bach, Nicolle Skoien, Mark Simonson, Julie Nurse, Coreen Bukowski, Rasha Kluge, Jane Kondracki, Rosita Tormala-Nita, Patricia Psuik, Mel Baker, Kim Patterson, Lora Strigens, Kathy Coffey-Guenther, Kalyn Gackowski, Jodi Cherney, Fred Zagone, Megan Blanchette, Michael Stock, Casey Otto, Eliza Gomvez, Kim Poehlman, Cliona Draper, and Sally Doyle

Meeting started by Calley Hostad at 11:04am.

Reflection led by Steven Robertson.

Special Business/Meeting Guests/Topics

Guest Speakers:

Link to meeting recording with slides [here](#).

1. Introductions by Calley, Marquette 2031, Securing Our Future. Times of uncertainty can be scary and uncomfortable, glad we can speak with them.
2. Jill-this is just the start of our conversation together, we want to hear your voice, I've been at Marquette for 7 years, I love the mission at Marquette. I'm committed to the future of our university. I will let Ralph mostly navigate the slides, this is just the beginning of the conversation, thank you for letting us be here.
3. Ralph-My connection to Marquette goes back a long way. My father was on the faculty, I grew up on campus and have seen it go through a lot of changes. I'm grateful for the role Marquette has played in my career and having experienced the university from multiple perspectives. There are so many smart people here, I've worked in law firms, they aren't mission driven organizations, there is an appreciation for the mission that permeates Marquette. It's a really special institution, and I will do anything to ensure its long-term success. Parents give us their most precious assets, their children, and it's an honor to be part of their formation.
4. This will only work if people feel heard and can give their input, we are meeting with everyone who wants to speak with us, and we will be gathering information. We met with the academic senate, and we have a lot of meetings coming up. I'll go over the timeline and answer your questions afterwards.

5. The love for this institution is palpable, you protect what you love, and we are trying to protect a very important institution and get ahead of issues so we can meet our commitments for generations to come.
6. You've seen in the news, this is nothing new, local and peer universities that have closed, issues at a national level too, this isn't unique to Marquette.
7. You've been hearing about this for a while from President Lovell and Kimo, there is a demographic shift, not as many college age going students.
8. There is also a cultural shift in that people are questioning the value of higher education and how much they can afford, shocking levels of student debt, coming to terms with these issues.
9. Marquette University, like any university, is experiencing increasing costs, inflation, and a reality we all must face.
10. We know where enrollment is going, we have projections from OIRA, we can ignore what's happening or we can act on it.
11. Other realities-lots of attention to sticker price, the gap between sticker price and net revenue, the sticker price has gone up, but net tuition has not risen along with it, if we want to invest for the future, there are some financial realities we have to deal with
12. Fortunately, we're not starting with a blank slate, Gray Associates reports on program growth and created program portfolio strategies.
13. Workstreams-project done during pandemic, we're going to take this information and the Gray report to create strategies moving forward.
14. Another driver is the budget shortfall, frustration from that, academic senate created budget committee, did a great job, created a report which you can access. We appreciate the care that they took to explore our budget.
15. We want to act now before it becomes a bigger issue, and we want to involve people.
16. How are we responding?
 - a. A nonnegotiable is our commitment to our catholic and Jesuit mission.
 - b. What are they getting here that they can't get elsewhere, the catholic identity, the greater purpose of one's life, this won't change?
 - c. Hopefully we'll be able to share soon information from a large corporation about how our students rank.
 - i. Curiosity, working in integrated systems, and being able to handle uncertainty.
17. This work is being done in conjunction with the strategic planning and fundraising/development work.
18. We are preparing for our 150th anniversary in 2031. We the current custodians need to make sure we're keeping the institution in a strong place for future generations, that's our responsibility
19. Objectives
 - a. Both sides of Wisconsin Avenue need to consider, what are doing well that we need to strengthen?
 - b. Minimize complexity and increase efficiency.
 - c. By reducing the operating budget, not doing it all at once, this is an incremental process, the reason for that if we discontinue a major, we will need to teach out that program, by this fall, we will identify what we need to do to meet that deadline/goal.
 - d. To meet this goal, we also need to invest in initiatives that support our mission, including staff compensation. The goal is to act on that.
 - e. We are looking for sustained revenue increases
 - f. We will be looking at the sticker prices and how to move the needle and looking for other sources of revenue increases, but it takes time, and we can't count on that.
20. Current budget

- a. We'll look for 11 million dollars in the next budget to reduce.
 - b. Of 31 million-40% will go back into the budget, we need to invest in areas.
21. Steering committee composition
- a. Names of members
 - b. Some are still being finalized.
 - c. The steering committee's role is to steer the work, not make all the decisions.
22. Jill
- a. As we're moving through the rest of the slides, and suggestions of where we should be engaging on campus, what question do you have about some of the targets
23. Ralph
- a. Timeline
 - i. Shooting for a lot of work between now and Labor Day, create a list of recommendations to submit to ELT, before that time, we will go back to the units that are the subject of our recommendations to ask them if we're missing anything. We don't want anyone to feel blindsided. It's important that people's voices get heard, people will be disappointed, but we want people to feel like they were heard, we will have to make hard calls, but I want people to know we acted with the best information available.
 - b. List of stakeholders
 - i. We got a note from AAUP.
 - c. Questions
 - i. Can you clarify what is meant by administrative units?
 - 1. Nonacademic units-advancement, athletics, etc.
 - 2. This is campus wide this is not just about areas that are not financially strong, this is about areas that are financially strong too, the philosophy department, we will have a that department, it is core to what we do, finances are important, but they aren't the only thing.
 - d. What can you do?
 - i. There will be a site to put in ideas, if there are suggestions you can make, please make them.
 - ii. Give us patience and grace; this is hard work, and we aren't going to do it perfectly, but we are going to do our best.
 - e. Marquette has survived and thrived because it responded to issues.
 - i. 90's example-invested and stabilized surrounding neighborhoods
 - ii. New signs of the time-demographics and higher ed headwinds, we will respond because that's our duty.
 - f. What can I help you with today, recognizing that we're three days in?
 - i. Jack-2 questions, practical question-our strategic plan does not have metrics or objectives, how did we come up with the numbers?
 - 1. Not sure, came out of finances, they looked at what might be needed for the strategic plan and staff compensation. We will be working in coordination with the strategic planning coordination team.
 - ii. Could you bring us more information about where the 40% number comes from? The spirit of the questions comes from, we need to cut before we can give, and we want to know what that 17 million will be spent on. I've been here for 12 years-we've seen a number of rifts and difficulty budget cuts which were presented in the context of the headwinds, it feels like those cuts weren't successful. How do we make this one, the last one (the cuts)

1. That's a great question, and one that we've been talking through, what feels different this time is often the cuts that have come previously have coming in the middle of budget cycle, quickly and not with long term perspective. This has a long-term perspective. I cannot promise this will be the end, but we want to minimize the budget cuts that happened mid cycle/mid academic year. The goal is to stabilize so we don't have to do that.
2. I would also say what is different from prior cuts, is that we didn't have those demographic cliffs.
 - a. Jack-I'd like to punch back, in those past cuts, the demographic cliff was a consideration. David Gaw's book came out and that was a part of the conversation came from
3. Ralph-We've been talking about the demographic shift for a while but maybe the value proposition has changed, the number of people who don't want to spend that amount of money on college. And, in the last round, we looked more at staffing and not as much at programs.
 - a. We have 74 programs with 5 or fewer students, should we look at these programs, yes.

Thank you for leading this milestone moment, I commend you for your service and that hard letter with specific numbers. I would like to ask the steering committee, let the messaging be ahead of the gossip. I feel like the messaging hasn't always been as timely as it could be. For the sake of the university and wellbeing of the community, could the messaging form the president and from the committee, can we hear updates to keep people apprised of the process. I'd like to see better communication.

- b. Thank you for that request and that aligns with our plans.
 - c. We are creating a Teams site and that's where we are posting information and FAQs you can readily access, we'll be creating a portal for ideas and questions.
 - d. Those things should start next week.
4. It's good to have websites but a letter from the president attracts people's attention, I would like more communication from the president, we need to hear from that voice, and the chairs of academic senate and staff senate
 - a. Ralph-We worked hard to have a coordinated message; it is our mission to do what we're talking about and let us know if we're falling short. I take your point.
- iii. Sherri-depending on the need, we could include employers and alumni.
- iv. Tia Lagnes-I would think that in moving forward and helping departments and people accept the provided cuts, when they happen. It would be advantageous to understand where and why that amount is what it is.
 1. We will do everything to mitigate the hurt that would come with cuts.
- v. Sherri-Can the staff reductions that emerge in the planning stage be strategically linked to proposed staff increases? If there are reductions of staff in the planning, can it be connected with the goals of increasing staff in departments, could those staff be offered those roles first?
 1. Those are the kinds of things that we would be working on with HR to ensure that.

2. The job families work HR has been doing will help us streamline that process.
- vi. I know you're looking at compensation, will we still have merit increase moving forward?
 1. I don't know the answer, I haven't heard that they won't be a part of it.
 2. I would expect it would continue; we don't have a list yet.
 3. The human mind hates uncertainty, we don't have a secret list, we are approaching this from square one, we have materials that we are using and building off of
- vii. Kali- Similar to what Jean said, through recent budget cuts, there was a feeling people weren't involved and having their voices heard, be careful with your wording as you bring things forward, sometimes it feels like the decision has already been made, let people know what is being proposed, not what decisions have been made
 1. That is exactly how I anticipated it being said.
 2. We'll gather information and work with the steering committee.
 3. I believe in group decision making, we'll get better decision, we want to harness that power.
 4. I've studied group decisions making, defer your advocacy/decision until AFTER the evidence comes in. We hate uncertainty, so we make a decision and then look for information to support that decision (confirmation bias). We are committed to gather information first and then make a decision, we have to be patient, live with uncertainty.
- viii. Karli- I do have an additional question, how can we put those questions forward now? How and why were the steering committee members selected?
 1. Email me now, send them our way!
 2. Leadership chooses the people based on how thoughtful and respected they are.
- ix. Kirsten-how much of that 40% is already spoken for?
- x. Sheila-will the information about the portal be sent out via Marquette Today
 1. Yes

Discussion

1. Jack: My opinion is that everyone should read that report. I think that is one of the more succinct and detailed views of the current financial situation.
2. Kirsten: It's very accessibly written. As we participate in this conversation, this does a very good job providing the information we need to be informed.
3. Molly-will there be a way to give anonymous feedback, I could see people not being comfortable sharing their thoughts.
 - a. People get scared when we talk about cuts, it will affect morale.
 - b. Staff senate should stay in there and be that conduit.
4. I know it's hard not to worry about our livelihood but maybe some of these cuts will create opportunities for underprivileged people in our communities.

Lynn

1. I'll share my screen.
2. 30 second about performance review process, it's that time of year!
 - a. Watch for the announcements, process hasn't change, the timeline has changed, it's 2 weeks later because we want time for reviews close to merit increases/budget, there's a

lot of employees who are working on end year goals and want to give staff more time to work towards goals.

3. Compensation study updates
 - a. We've been making progress!
 - b. We've been working with consultants and campus stakeholders.
 - c. We've been informing leaders and the staff senate of that progress.
4. Green checks are things we've already talked about
 - a. We incorporated feedback into policies, practices and governance.
 - b. We're working on rolling that out.
5. The staff compensation project is aligned with Marquette strategic plan moving forward.
6. Policy, practices and governance
 - a. We will update the manual.
7. Objectives
 - a. To provide transparency about the processes but it's also a living document, it will evolve.
8. Content overview
 - a. Lists examples of what will be in the manual.
 - b. There is a market range on everyone's job.'
9. Appeals process.
10. Next steps
 - a. Training for supervisors
 - b. Publish on webpage.
 - c. Discuss salary structure with leadership later this eyar.
 - d. Allocation to address gaps.
 - e. Career pathing-how can employees progress
 - f. We'll go throug job descriptions to update them, take what we know and what positions are like those positions.
11. Questions
 - a. It would be helpful for our team to collect questions and address them as FAQ.
 - b. Julie-what year will the salary increase happen?
 - i. I don't know, that is built into ralph and jills work.
 - c. Kristen-how will be notified when changes are made and what changes are made.
 - i. We would come to this group and give them an update.
12. We will work on soliciting questions.

USS Officer Reports

Secretary: Lizzy Machado

1. Minutes from February approved.

Treasurer: Amber Jensen

1. No updates

Vice Chair: Kirsten Boeh

1. No updates

Chair: Calley Hostad

1. Issue with parking-we received information from Ian Goncalves
 - a. Payroll will review data.
 - b. They will work with ITS

- c. They will train students.
- d. They will cross-check parking permits.
- e. Contact Denis Butler with questions.
- f. Had conversation with Jenny Butler about tickets in structure, hang tag gets you into structure but you need to have the permit sticker too.
- g. Dr. Lovell will join us in May and then we might include Jenny in that meet.
- h. Tips and reminders about parking will be in Marquette today.

Subcommittee Reports/Comments

Bylaws: Jack Bartelt

1. We will present changes to create structure.
 - a. Voting, we will have more structure to expedite things.
 - b. What type of voting do we want? Voice vote? Roll call vote? Tallied vote?
 - c. Adopt the agenda, make sure people have opportunities to amend agenda.
 - d. Approved the minutes to make sure we approve the record of our conversation.
 - e. Don't adjourn before quiet people have a chance to speak.
 - f. Will have more formal proposal next week.

Communication: Dwayne Burtin

1. We want staff to know that we are advocating from them and make sure their questions are heard.
2. We want to be visible and make it easy for staff to reach out.
3. We're working on how to communicate this resource to staff.
4. Is anyone interested in talking through this?
 - a. Yvonne, Maria, Tina, and Kristen

Nominations and Elections: Robin Cork

1. It's coming up! We have our first meeting in April where we'll start on that process.

Service: Maria Cooper

1. I've been in touch with Chelsea about spring initiative, MarKEPT.

Staff Outreach: Robin Cork/John Sweeney

1. Nothing to report.

Work Environment: Kirsten Boeh

1. See vice chair update.

External Facing Committee Reps

Cyber Security-Sherri Lex

1. No update

MUPD Board-Chris Bartolone

1. Preparations continue for RNC, planning is fluid, in April we have RNC planning group joining us again.
2. Crime numbers are trending downward.
3. Jeff Miller will be retiring.

Safety Task Force-Latrice Harris-Collins

Staff Compensation-Carol Trecek

Strategic Planning-Calley Hostad

University Academic Senate-Karli Webster

1. There was a meeting on Monday afternoon, a lot happened during the meeting. If you are academic staff, I encourage you to watch the video, a lot of it revolved around shared governance and the role of shared governance. It is an online discussion, there is a lot of frustration.
2. https://marq.sharepoint.com/teams/UniversityAcademicSenate2/_layouts/15/stream.aspx?id=%2Fteams%2FUniversityAcademicSenate2%2FShared%20Documents%2FGeneral%2FMeetings%20%2D%202023%2D2024%20Academic%20year%2FUniversity%20Academic%20Senate%2D20240318%5F150256%2DMeeting%20Recording%2Emp4&referrer=StreamWebApp%2EWeb&referrerScenario=AddressBarCopied%2Eview&ga=1
3. Feel free to reach out!

UFPRC-Molly Eldridge

1. Nothing to report.

New Business/Discussion:

1. Staff for HE professionals are open!
 - a. <https://today.marquette.edu/2024/03/applications-open-for-summer-2024-spanish-for-higher-education-professionals-course/>
 - b. How many years is this funded for? We have enough money to run a 4th cohort.
 - i. We planned for 3 but the committee will circle back to think about how we generate revenue, can we run this as a GROW course? We're looking ahead to see what the future will be.
2. Nominate people for staff excellence award.
3. New security related to mobile devices, if you are access Marquette systems through your phone, the university can see certain things, there's a chart of what they can see and can't see.
 - a. Lori and Jeremy will be coming to the meeting in April to talk about these changes.
4. We're being invited to be a part of this conversation.
5. <https://today.marquette.edu/2024/02/what-to-know-about-marquettes-new-mobile-device-security-measures/>

The meeting adjourned at 12:57pm.