

University Staff Senate Minutes

November 17, 2022, 11:00-1:00 p.m.

Raynor Memorial Library, Beaumier Suite B

Present:

Elected representatives:

Jack Bartelt, Kirsten Boeh, Sarah Kazlauskas, Robin Cork, Carol Trecek, Nicolle Skoien, Maria Cooper, Amber Jensen, Melissa Econom, Calley Hostad, Chris Bartolone, Yvonne Printz, Christine Fleming

Other attendees:

Tina Aiello, Ritu Sachdev, Maggie Klatt, Paul Dion, Lori Montezon, Patty Przybylka, Tammy Meyers, Cliona Draper, Coreen Bukowski, Rae-Ann Vanek, Kim Poehlman, Sherri Lex, Amy Kaboskey, Karen Nest, Susan Longhenry, Karlie Webster, Tia Langnes, Kathy Coffey-Guenther, Elizabeth Voltner,

Chair Carol Trecek began the meeting at 11:03 a.m.

Amber Jensen led the reflection.

Special Business

Guest Speakers: Wendy Butler, Director of Organizational Development within Human Resources

[Link to the recording of this presentation is available here.](#)

- Her key areas of work include employee engagement, performance management, training and development, and professional development.
- Question from Wendy: How many of you have had a conversation in your department about your specific department results from the engagement survey?
 - HR has asked each department head and chair to share their unit/department results and action planning resources with their unit to determine priorities and goals to help continue what's going well and correct/discontinue what isn't going well.
 - Returning these action plans to HR will help them identify patterns and themes across campus.
- In the summer of 2022 HR released the engagement survey results to campus leaders, including their individual department/area's results.
- History and future of employee engagement survey
 - 2017 survey was used as a baseline.
 - Survey from 2019 had 60 questions and received a 45% response rate.
 - More questions than in 2017 due to special requests from leadership to gather information.
 - Three demographics: faculty/staff, full time/part time, years of service.

- 2019 results can't be transferred to Tableau.
- 2020 survey was reduced to 20 questions and received a 44% response rate.
 - Most university employee surveys average ~30%.
- 2022 survey
 - Changed the demographic information to match the climate study. Faculty/staff, full time/part time, years of service, as well as faculty by tenure.
 - Survey results are in Tableau, and can be found here: <https://www.marquette.edu/human-resources/restricted/documents/2022-employee-engagement-report.pdf> (VPN required)
- 2025
 - Survey results will be in Tableau so more comparisons will be available from 2022 and 2025.
- How is the University measuring the results?
 - Measurement philosophy is similar to [Gallup's 12 elements of employees engagement](#). (https://advise.gallup.com/employee-engagement?utm_source=Report&utm_medium=landing_page&utm_campaign=EE_Meta_Analysis_Mini_Report&utm_content=action_planning_text_link_1&lgTrackId=ffded1081dc643318b21f27e20ef5c27&elq=00000000000000000000000000000000&elqaid=457&elqat=2&elqCampaignId=#Q12)
 - Basic needs
 - Examples: do I know what is expected of me, do I have the materials equipment and technology to do my job successfully?
 - Individual needs
 - Examples: do I understand how my work relates to the strategic plan and MU's guiding values, am I held accountable for my work, am I getting feedback on my work (both positive and corrective), am I asked for ideas, am I asked for suggestions to start or to stop things that aren't related to my unit's priorities, am I valued by my supervisors (including getting recognition)?
 - Teamwork needs
 - Examples: am I respected in my team, do I feel valued by my co-workers, do I have work life balance?
 - Growth opportunity needs
 - Examples: do I have opportunities to learn and grow and are they supported by my leader?
 - HR is working on this aspect, however, If HR doesn't know your opportunities for growth are being suppressed, please let them know.
- Level of faculty and staff engagement is directly linked to student success.
- Survey Results
 - Dashboards will be available to breakdown the results.

- 2019 results could not be transferred to Tableau, so HR worked with the Office of Institutional Research and Analysis (OIRA) to compare 2022 and 2019 results only for the University as a whole.
- Key findings:
 - Overall satisfaction with MU has gone down (81% in 2017, 72% in 2019, 63% in 2022). Leadership knows this and they are digging into this a bit more.
 - Overall satisfaction with chair/direct supervisor has remained steady (changed from supervisor/boss).
- Question: At one point did the survey ask about satisfaction of specific people in leadership. Jack recalls seeing that in a previous survey and was curious about that line not appearing in the 2022 survey.
 - Yes, that was in the 2019 survey. It was eliminated because it was confusing to people. There wasn't a true sense that respondents knew who the different leaders were and didn't know how to answer correctly.
 - An employee's personal engagement is 99% affected by our team and direct supervisor. Down the line this may be an area for performance management practices to address.
- Question: When thinking about perceptions of the University as a whole, and the specific day to day experience of an employee: how do you go about melding those two perspectives, or to heal that disconnect?
 - That is exactly what the action plans are for, and what the Executive Leadership Team (ELT) is considering. The more looped in HR is and the more data they collect the more they can help.
 - Wendy encouraged employees having regular open and honest conversations with your supervisor or chair.
- Key findings continued:
 - "I know how my work contributes to Beyond Boundaries: Marquette's Strategic Plan" has gone up.
 - "As a whole, Marquette employees regularly exhibit behaviors that support our guiding values" has gone up.
 - "I feel valued by my coworkers/direct supervisor" mostly the same, but the strongly agree went up.
 - Revised question "In my department, everyone is held accountable for achieving goals" to "I am held accountable for achieving goals".
 - Changed because the standards of performance on an individual basis are hard to assess by all on the team because we often don't know exactly what each individual's level of performance is so we would just be measuring perception vs. reality, in many cases.
- Question: Curious about revising the question rather than adding an additional question to illuminate discrepancies?
 - If someone isn't privy to the conversations an individual is having with their supervisor, they can't assume that someone is being held accountable or not. Not a question that garners reliable data.

- Question: Is the survey missing out on areas of misconception/negative perceptions, for example “If I feel like no one else in my department is being held accountable, and I am” is connected to engagement?
 - This is an area to address within your area with conversations around performance management. Goals and deadlines may change throughout the year and those conversations should happen as a group. Perception isn’t always reality.
- Question: If the point of the survey is to identify where those conversations should take place to make improvements, are we missing an opportunity to identify areas of perception/misconceptions and how negative perceptions influence the engagement of an employee?
 - Climate vs engagement. Engagement is defined to the extent in which an employee feels passionate about their jobs, are committed to the organization, and put discretionary effort into their work. Climate is defined as a measure of inclusiveness and feelings of belonging across identities including but not limited to race, ethnicity, gender, sexual orientation, religious affiliation, political affiliation, etc. But also includes questions around the perceptions of how you feel about your department and accountability.
- Question: Is HR getting pushback during the management development trainings being done and the tension around saying no to things, and capacity?
 - Yes, HR is hearing that managers are feeling just as scrambled as everyone else. Not hearing much or seeing much push back about capacity during the management development trainings specifically. HR has pushed as much information as possible to supervisors (LEAD briefings, etc.), but it is up to them to them to execute.
 - Leaders can look to HR to help examine the processes, and help determine where the time takers are.
- Key findings continued:
 - “I know what is expected of me every day at work” remaining similar.
 - If not, have that conversation with your supervisor or ask for HR's support to have the conversation
 - Frequency of “Hearing feedback” should be more regular. The goal is once a week or once every two weeks.
- Question: What is the HR business partner, and how do you know who is the HR business partner for your area?
 - That information isn’t printed or published; Leadership in each area knows who their HR business partner is. If you want to know who the business partner for your area is contact the main line HR and Charles Gosselin or Alejandra Jolon will let you know.
- Key findings continued:
 - “Feedback from chair/direct supervisor is valuable” went down.
 - HR is encouraging leadership to have conversation with their team, to find out what members of the team need.

- New question: “My supervisor/chair provides praise and recognition for doing good work.”
 - Possible meaning between the above two questions - perhaps supervisors/chairs do provide feedback, but it isn’t viewed as “valuable”. Something for leaders to dig into a bit more.
- New question: “I have opportunities to learn and grow at MU”
 - HR would like to see this even higher. Need to find the barriers to employees finding opportunities to learn and grow, NOT just tuition remission. Examples: am I able to be part of staff senate to grow my leadership skills, am I able to be part of an ERG, am I able to take advantage of GROW classes, etc.
- “My chair/direct supervisor encourages my professional development” went down.
 - Could this drop be due to the COVID pandemic? Worth noting that encouragement is different than availability of offerings or opportunities offered.
- “Work-life balance” question revised to include things beyond your supervisor/chair that contribute to your work-life balance such as: systems or technology.
- Combined question about IT and resources. “Do you have everything that you need” will hopefully highlight conversations that need to happen, or technology/equipment that is needed.
- New question about 2019 engagement survey follow-up and action planning within your department/unit.
 - Encouraging leaders to share their department/unit results, HR business partners have shared those results and materials to create the action plans and ask for action plans to be turned in so HR can review and find themes.
- Comment: some leaders are still going through the process and may not have shared yet, but they will do it.
 - True, HR asked for action plans to be done by 10/31 but might not have discussed with their team yet. Ask Wendy directly for status updates on your area if you’re curious.
- Question: When looking at the survey results by area and leader, is there a certain standard deviation where if a leader is “under the norm” they are pulled in for mandatory training or conversations?
 - HR is not at the point of having a standard/goal benchmark. HR will make suggestions during meetings with leaders, provide resources and information, and encourage leaders to discuss options with their teams to get their input to solve problems in their area.
- Follow up comment: It would be good to get to a point where certain leaders are pulled in by HR. Currently a lot of the impetus falls on staff members to have conversations with their leader or reach out to HR. The survey is a powerful tool but how does accountability come into the picture?

- Right now, the focus is on sharing results and working as a team to find solutions. HR knows to a certain degree what needs to be fixed, but right now HR hasn't formally implemented a plan to support struggling leaders, aside from the Leadership Development Program. Down the road it would be great to do this. Currently they don't have the system or resources to get the data to be valid and accurate enough to do this. HR might need a different tool.
- Suggestion: including job families in the breakdown of the employee engagement survey categories. In the future analyzing this data based on job families in addition to departments or units might be helpful.
 - Goal to keep the survey at 20 questions, so it might not be the right area for this survey. It isn't easy to add new categories to analyze the data with new group breakdowns.
- Reach out to Wendy with follow up questions or send to staff senate so we can pass them along.
- Spring leadership development program will be announced soon.

Special Business

Guest Speakers: Gary Meyer, Senior Vice Provost, Chair HLC Leadership Team

[Link to the presentation slides.](#)

- Higher Learning Commission HLC reaffirmation of accreditation is done every 10 years. Marquette University has been continually accredited since 1922.
 - Note that this process is not about getting accreditation, we are accredited, we are seeking reaffirmation of that accreditation.
- Accreditation is voluntary and peer review based.
- Accreditation is tied to Title IV Financial Aid, so if we didn't do this our students would miss out on access to \$150 million of financial aid.
- Compliance vs continual improvement and ensuring quality. Not just an exercise to check boxes but rather an opportunity to take steps to improve.
- Met accreditation with one area of "concern" in academic year 2013-14, with an assurance argument in 2018 that we would create a comprehensive campus wide plan for diversity, equity, access, and inclusion.
 - Marquette created the plan, and now we are in good standing.
- On October 2-3, 2023, 5 people on campus for 2 days.
 - This is a smaller group than in previous years, as they have figured out how to scale and do some of the work ahead of time.
- Reaffirmation Goals
 - Produce a self-study to provide evidence of how Marquette meets or exceeds the sixty-nine subcomponents, from the HLC accreditation criteria, that need to be addressed.
 - Identify our organizational strengths and gaps, with the goal of using this information to continue to grow.

- This information, and the self-study are likely to be pulled into things like strategic planning ([Strategic Planning 2030](#)).
- Receiving on-going accreditation positions MU as a leader for decades to come.
- Five main criteria areas: Mission, Integrity, Teaching and Learning: Quality, Resources and Support, Teaching and Learning: Evaluation and Improvement, Institutional Effectiveness
 - Each of the five criteria has 3 – 5 components included, and each component has 11 – 18 subcomponents, 69 in total subcomponents that we must write to.
 - We expect to hit the mark of “met” for all subcomponents though it is possible that one or more is “met with concern”.
- HLC Leadership Team represents folks from across campus have been working on this already for a year and a half.
- Timeline
 - Spring 2021 – Summer 2022 wrote the self-study, currently have draft #2 ready.
 - In the phase of creating campus awareness during Fall 2022
 - Hired a peer-reviewer from Creighton University. This person leads HLC Reaffirmation teams at other universities.
 - Targeted review of self-study during Fall 2022
 - Staff and faculty will be invited to review the self-study before the draft is finalized in Spring 2023.
 - In the Fall 2023 the HLC Peer Review Team Report will be written, and we can address or respond to any issues.
 - We should get Marquette Accreditation reaffirmed in Spring 2024.
- Question: Fair to categorize accreditation as a continual process?
 - Yes, meeting a criterion is not about demonstrating perfection, but rather demonstrating an awareness about our expectations in a particular area. If we identify that we aren’t perfect in an area, we use this process to acknowledge and make a plan to address it.
 - This process isn’t about gaining accreditation, but rather reaffirming accreditation.
- Question: Evidence to support the statements made in self-study?
 - When we make a claim or statement, or mention something we are doing will need to be either link to a website, or when there are no links available, use another document such as an annual report and attached it as a pdf.
 - For this round of Accreditation Reaffirmation, the self-study has a limited number of words allowed, 35,000. Previously there was no limit on words. The current draft #2 is about 40,000 words, so they are working now to shorten it.
- Question: Level of "met" is there a range of what met means? How do we compare with our regional institutions?
 - They don’t really tell us the range; however, we exceed the vast majority of criteria. As an example, in 1993, no evidence that we are assessing our programs, when they came back in 2003 there was still no assessment. They were so concerned that they came back in 2009 for a “focused site” visit. Peggy Bloom, Gary’s predecessor, was brought into her role to establish assessment on campus.
 - Prior to Boundary Boundaries there was no strategic plan at Marquette University. The reaffirmation process helped to push the creation of it.

- There are 5 to 7 subcomponents where most universities find trouble. We pay specific attention to other institution's published self-studies some of which are available at HLC conferences.
- Self-study used to be treated as a marketing tool. Very highly designed rather than the content. Now the process looks at the words, not the neat marketing package.
- Question: Surprises that come out of this process. Are there no surprises now?
 - Surprises are a good thing; the outcome is usually very positive
 - Of course, we still have surprises. HLC Leadership Team work to catch any of these in the self-study before, that is why they start 2.5 years ahead of this process. Gaps identified in the self-study have time to be addressed.
- Question: Of things that drive university policies and priorities where how does this process rank? How does this work get repurposed on campus?
 - What have we learned and what are we going to do with that? We've made a lot of progress with DEAI, but with the 2015 and 2020 climate studies we see we still have work to do. We can point to specific areas that we need to continue to address and grow, for example belonging. Then strategic planning or a department might take that knowledge and work on it in their area of focus.
 - The stakes are high for us to reaffirm our accreditation. If we do not get reaffirmation we would cease to exist as a university. Usually, there are only one or two areas of concern to address. Gary has worked on this for 13 years.
- Giving this presentation across campus, 7 groups so far.
- Multicultural student council and National alumni association are next.

Regular business

Secretary's request:

- Motion to approve October USS meeting minutes. Motion approved.

Treasurer:

- No update

Vice Chair:

- Met with Lynn Mellantine to follow up on the benefits questions.
 - The following questions generated by USS and responses by HR were shared with at the USS monthly meeting—
 - Question 1: The cost of health insurance is starting to surpass the raises awarded to most mid and low waged earners at Marquette. In the meeting, an MU staff member commented that other companies prorate insurance costs based on income earned by household. Those who earn more money, pay more money towards insurance; those who make less pay less. Is MU willing to look at this model?
 - Response by HR:
 - Not true statement
 - HR is looking at all options. More changes to come to our healthcare.

- Market continually changing. Looking for lower cost options. Maybe tiered by family but HR expects a push back.
- New networks are coming up.
- What options may we have for narrower networks (worried about limited doctors)
- Task force of staff and faculty + medical assistant and benefit consultants trying to lower costs.
- Maybe a cost shift model?
- We have to look at spouse costs. They are expensive.
- Goal is to keep choice but we're looking for lower cost option.
- Question 2: What percentage of Marquette employees enroll in insurance through Marquette?
 - Medical – FT employees about 76% of benefit eligible take the insurance.
- Question 3: Could Marquette join other local colleges to create volume for better insurance rates (MU + Cardinal Stritch + Alverno, etc.)?
 - HR has looked into this along with the Jesuit Schools. Wacoo consortium. We would end up subsidizing other small schools. Every school has their own premium structure....it would end up having us lose costs. Less flexibility on plan design. Require multi-year commitment.
- Question 4: The other question was about the Marquette portion of the insurance. While the CPHP and AHDHP amounts contributed by Marquette are quite similar, the EHDHP amount is significantly lower (due to the total cost) – saving the university more than \$1200/yr for a single person or \$6000/yr for a family compared to the other programs. Can a portion of that savings be passed on to the employee (more money in HSA or some other health related perk)?
 - We are self-funded. MU pays the bills. MU pays the claims. We anticipate and project estimated claims. We look at total cost of insurance + cost share of employee and employers. All the money goes into one bucket. So, the bills have to be paid. The premiums are an estimated cost for plans.
- Question 5: The Federal government is moving to change exemption status to more hourly v salary. When will this take effect? Does MU have its own timeline?
 - We don't know. Nothing has been announced yet. This ruling is not in our control.
- Question 6: Continued topics around "Salary v Hourly" – Where can employees at MU find a list of differences/benefits/policies between salaried employees and hourly?
 - In the Employee Handbook posted on website as well as the UPP. One major difference is benefits – sick pay short term differential.
- Question 7: Some USS officers asked about purchasing 10 mini-fridges for nursing moms on campus. Service project – Mini-fridge/coolers for nursing mothers.
- These cost approx. \$35-\$40. This would be a checkout/loner project overseen by USS. We could store these mini-fridges in our USS closet in MARQ Hall. Do you see any issue with this project? Would HR/Wellness like to chip in on this?

- Great idea. Really positive.
- Agreed USS should start with 6 – 10 coolers/fridges to gauge interest
- Number of MU moms/yr who registered for a maternity leave: ~33 in 2022, 40 in 2021, 35 in 2020
- Question 8: What happened to the workout videos that were offered in the Coughlin Wellness Center?
- We are hoping to get the center back—or some version of it. Videos are in embedded systems and screens. They may be moving the system to a place in the Rec Center...to a room you can reserve. However, space will be shrunk during the construction period.
- Discussion ensued about thoughts on Melissa's recap of conversation with Lynn.
 - Follow up question to be asked at next Vice Chair/HR meeting: *In order to increase raises, can the upper earners be awarded with a less percentage of merit increase so the lower waged earners can make more money?*

Chair:

- Carol's discussion with Lovell about compensation and costs at MU (including parking, insurance).
 - Lovell mentioned their goal to maximize the amount of extra funds for the % increase each year.
 - Tiered compensation approach - Lovell isn't opposed to looking into this.
 - Merit vs cost of living - when the amount isn't that high the % amount feels too low to truly be considered a "merit" increase.
 - Aggregated data about percentages of people at salary levels would be important to give context to our decisions and recommendations.
- University Academic Senate did pass the motion to include a staff senate member. Still several steps in the process to getting that position filled. Given the timing, it will probably be handled as part of our regular election process.
- Strategic Planning
 - Calley Hostad is on the big committee, they will be looking for other people to volunteer in the subgroups.
- Spanish language for professional's program applications are being accepted through December 1.
- Still looking for nominations for Excellence in Diversity and Inclusion Staff Award through December 1.
 - Only one is an application that will continue this year.
 - Have gotten a few nominations in, but would like more.
 - The first portion of our session in December will be open to all, the second half will be for closed for voting on the DEAI award.
- Career Closet, an initiative from the graduate students for people to donate professional clothes for students to use, has had a great response. Now they are in the sorting process. They would love to get help with that process.
- April 20 meeting will be moved to April 13.

- Last year we did go virtual in January, February, and March. Does anyone have a preference?
 - One request for in-person. Please let Carol know if you have a preference.

Nominations and Elections

- No update

Bylaws:

- Changes to the bylaws proposal ready to be reviewed. Will vote in future session

Work Environment

- No update

Communication:

- Still untangling the different email addresses, MS Teams groups, etc.
- We now have a streamlined mailing list of just USS representatives.
- Looking to organize a happy hour after the December meeting.

Service:

- Continue the “weather the storm” collection of winter gear in collaboration with the childcare center and place on a tree in Cathedral Square. Two drop offs childcare center and at the Spirit Shop. There will be an [Amazon wish list](#) as well.

Outreach:

- Met with Father Voss to find a date for the 2nd and 3rd shift event.
- Have a date for this event: January 11, but they are still searching for a place.
- Question - are the lunch bags available to use, and how many

New Business:

- Tina:
 - MU Totes - \$2 of cost goes to the backpack program
 - Looking for student ambassadors - photographed for social media. OK with an open call.
- Reflection schedule for upcoming meetings:
 - December 15, 2022, Molly Eldridge
 - January 19, 2023, Melissa Econom
 - February 16, 2023, Latrice Harris-Collins
 - March 16, 2023, Kirsten Boeh
 - April 20, 2023, TBD
 - May 18, 2023, Jack Bartelt
 - June 15, 2023, Christine Fleming
 - July 20, 2023, Robin Cork

The meeting adjourned at 12:56 pm.