

# University Staff Senate Minutes

November 16, 2023, 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 (virtual), Robin Cork, Latrice Harris-Collins (virtual), Sarah Kazlauskas, Yvonne Printz, Steven Robertson, John Sweeney, Rae-Ann Vanek, and Karli Webster (virtual)

### Other attendees:

Jack Goods

Meeting started by Calley Hostad at 11am.

Reflection led by Molly Eldridge.

## Special Business/Meeting Guests/Topics

---

Guest Speakers: Joel Pogodzinski, Executive Vice President and Chief Operating Officer

*Link to meeting recording with slides here.*

1. I'll be talking about the landscape of higher ed, where MU falls in that, what it means to be healthy.
  1. I'd love to hear from you all and things that resonate with you.
2. Landscape
  1. One of the things we hear about is, what does it mean to be financially healthy. It's a bit of a loaded statement, can't attach one word to it. People outside of higher ed see negative information relative to the impact of economics of universities.
  2. Dr. Lovell has presented often on the headwinds of higher education. Consistently talking about the reality of the world is healthy and helps us be planful and resourceful.
  3. Those headwinds he's referred to are shifting demographics (less college bound students), people look at college differently (expectations shifted, people look at how they acquire skills differently, more scrutiny on higher eds value proposition), it's not new but it's also not old.
  4. When the pandemic happened, accelerated these trends, we felt the impact immediately and had to do things that we hope we never have to do again, did out of necessity, we lost 50 million dollars over night, enrollment dropped, no ticket revenue, no residence halls, this was painful for everyone
  5. Bigger impact, fast forward to now, we've experienced the recruiting of classes is really hard, students have lots of choices, need financial aid to recruit and retain students, inflation.
  6. We've gone through a lot, personally and as a university, now, what's coming forward is the competition for attracting students in an environment where people are still questioning the value of college.
  7. Competition for students is fierce, we have to continue to be strategic and planful, evolve, continuous improvement, change with higher education and the Marquette landscape.

8. So, that's a little bit about the landscape, can sound daunting, in the past, we didn't have to have these conversations and these current fears are natural and the desire for things to return to the way they are is natural but, we have to recognize as stewards of the institution that things are changing and we have to adapt to meet the demands of the world around and not just survive but thrive.
  9. Any questions?
    1. You said Cardinal Stritch wasn't a good comparison.
      1. Different institutions have different strengths and weaknesses, we all had the same conditions, but our health was better, they were smaller, different cash/debt structure, less wiggle room. Tuition drives large part of our operating budget, when their enrollment dropped it created an unsustainable loop (less offerings, less enrollment, repeat)
    2. What is the balance? Target enrollment vs how much aid we give out.
      1. The team looks at geography, financial needs, the needs of colleges, academic qualities. The larger the class, the larger the revenue but we don't just look at net revenue bringing larger class, but we might not have the financial aid for them or resources to serve them. Revenue per class and revenue per student are important metrics.
3. Health
1. It feels like there are a lot of challenges out there, but we've also said we're healthy, how are we healthy?
  2. Oshkosh, Platteville, Parkside are also going through these structure changes.
  3. I'll talk about our health and what that means for us going forward.
    1. Revenue and debt
      1. Revenue per class vs revenue per student
      2. Cash and debt portfolio (highly leveraged institutions take on more debt than they should)
      3. Every good and healthy organization has debt, it's one of the ways we operate.
      4. Debt service, it is not burdening us, we have a healthy ratio, we are not over reliant on debt.
    2. Fundraising
      1. We're nearing the end of our campaign, we're confident that we'll achieve it,
      2. Our benefactors and alumni are engaged.
    3. Endowment
      1. In a strong position
      2. Some of our fundraising goes to endowment.
      3. Rating agency in NY, Moody's, looks at Marquette's wealth.
      4. \$900 million endowment and growing, good returns, good health.
      5. Other institutions don't have as strong giving environment.
    4. Market brand regionally and nationally, stronger than other institutions
    5. Healthy long-term strategy and vision (not living month to month)
  4. We are in a position of strength.
    1. 3% operating margin, this is a goal, this means when all our revenue comes in per year, our goal is to set aside 3%, we don't spend it all.
    2. In addition to philanthropy and debt, we want to generate resources from ourselves.
    3. Around \$400 million revenue a year, we set aside 3% (\$12 million), we invest it.
  5. Question: What do you use it for?
    1. We are investing a lot in our infrastructure.
      1. Business school fully fundraised

2. Nursing 150 per cohort to 250 per cohort, investing in that.
3. Investing in wellness and recreation, we were really behind with our rec center, this is something students care about, \$150 million project, try to fundraise, easier to fundraise for college of business-passionate alumni, harder to fundraise for other project, in this instance, we would issue debt to put towards this investment
2. This is why Marquette is healthy, we don't have major deficiencies, these macro indicators tell us that we're healthy, we should be proud of this. This doesn't mean we should forget about these other trends, there will less students, they will have more choices, they will be more skeptical of value. These things are not separate, we need to maintain health while thinking about headwinds, our goal is to continue this. We're going to need to continue to do things to maintain position of health.
6. Question: What situations would endowment be used?
  1. The endowment isn't like a checking account
  2. Restricted vs unrestricted giving determines how we can use money, or whether they can endow it for restricted purposes. Legal obligation to use that money in the way it was given.
  3. It wouldn't be sound to use money from this pool and then hope that it gets replenished later on (retirement example-if you take it out, you lose out on growth later on)
  4. The endowment generates returns. You don't want to use chunk of money now because you'd be taking from future generations of students.
7. Question: Are there 1-2 things we've done to solidify health or things that we could have done or should have done differently in hindsight?
  1. We used to do annual plans, now 3-7-year financial plans, financials by college now in place; multi-year planning has positioned us well, we always have to be looking ahead.
  2. When the pandemic hit, we took on debt issuance. Looking back, glad we did that, allowed us to invest in a favorable environment.
  3. Being overall longer range planful works to our advantage.
  4. Hindsight, there's always things you can do better, but focus on positioning yourself with the best information possible and make the best decision possible then you can say you did the best you could do and feel good about your choices.
  5. Short term measures about retirement contributions, losing \$50 million overnight, we had to make hard and painful decisions; sometimes you have to make the best decision out of bad options.
8. Question: Why are faculty only "all stars" at men's basketball games?
  1. Don't know the genesis of "faculty all-stars". There are certain time outs that can be done (sponsors, giveaways, etc.) anything is up for debate, healthy tension between what happens with faculty and staff, I would ask, the underlying question is about equity, is the question about recognition at basketball games or how can we create equity with staff. I'd rather talk about bigger equity gaps. There are many ways to recognize people. People like to be recognized in different ways. We have to wrestle with all those things.
9. Question: Salaries. With salary compression, people who have been loyal to Marquette are earning similar rates to people coming into the university. Losing people with institutional knowledge.
  1. This is relevant to Marquette and at a lot of places. You've heard the best way to get a raise is to go somewhere else and that's not the type of environment we're trying to encourage. There is an inherent market value balancing when people get new jobs. We have a process whereby if there are people who are compressed or fallen behind with market value. We have people who are above, at and below market. There is a process for people who are noticeably below market.

2. We also consider the Total Rewards
  3. 2/3 of our budget goes towards compensation, 70% of our revenue comes from tuition, it's a balancing act, we are doing a compensation review, it is a focus item we want to make progress on and we have to look at the revenue structure and cost structure.
10. When will improvements be seen?
1. This is where I can't say too much because it needs to go through the Board first.
  2. We also want to look at the benefit structure, is there a mixture of benefits that people might prefer?
  3. Equitable and equal are different, we want to be strategic about how we address compensation, we want to help the most amount of people.
11. Calley-Feel free to reach out to Joel or send your thoughts to the staff senate.

## USS Officer Reports

---

Secretary: Lizzy Machado

Asked for a motion to approve the minutes from September and October. Minutes were passed.

Treasurer: Amber Jensen

No report

Vice Chair: Kirsten Boeh

No report

Chair: Calley Hostad

No report

## Subcommittee Reports/Comments

---

Bylaws: Jack Bartelt

1. Three things we'll be voting on next month. The bylaw changes presented one month and vote the next month.
  - a. Needing one nomination vs two nominations (includes self-nomination)
  - b. Redescription of work environment committee. Would be comprised of officers and chairs. Add language to specify the vice chair heads this committee.
  - c. Update ratio of administrative staff (40%) to academic staff (60). What happens if we can't get to that ideal ratio? We could take the next highest voted staff and invite them to the senate. We can use language to say that we STRIVE to have a representative body based on triannual review.
  - d. Jack will send out a link this afternoon.
  - e. What is the staff senate doing to ensure we get this ratio, what are we doing to fill those roles with appropriate staff members? We haven't done a lot to advertise and recruit people. Right now, it's still word of mouth, but we're trying to advertise ourselves to new staff, as a body, we do talk about who we don't see at the table, it is something we think about. Should we have active action towards recruiting people who we need at the table, especially support staff? If anyone has ideas, we would love to hear them as well.
    - i. We had more people nominated this last year vs the years before.
    - ii. Was there more academic vs administrative? Not sure
    - iii. During this last round, would we have had enough to do the 60/40?
    - iv. Calley-I believe yes, we had 17 run in the academic category.
    - v. Do you go through Kimo (academic) or Joel (administrative)
    - vi. Can we publish an org chart, so people know where they fall?

- vii. Is there more hourly representation on the administrative side vs the academic side? Is this preventing people from the administrative side from joining because they think they might not get compensated?
  - viii. If students are participating in staff senate meetings-they are compensated but, for events, they are volunteers.
  - ix. We've also talked about how the administrative side has a couple large departments (Advancement and IT)
  - x. What is the mix of hourly v salary?
  - xi. Last year, we specifically looked at what units weren't represented.
  - xii. We've also talked about how we can raise awareness about staff senate on campus so people run for senate, we also want to work on a 30 second elevator pitch of why someone would want to be on staff senate.
  - xiii. Lemonade stand and book club are ways we've tried to engage staff.
2. We also talked about the ex officio vote-are there any changes you want to this role?
    - a. Do ex officio people vote, yes unless otherwise called out in bylaws?
    - b. We only have one member but there are other people who could vote.
      - i. GSO, MUSG, non-elected committee chairs, Chris Navia
  3. What do we do if people switch departments? Just notify staff senate and during the next election, you would go into the right category.
    - a. Historically, ex officio members did not vote.
    - b. Add this to future meetings, need to be clear on this.

#### Communication: Dwayne Burtin

No report

#### Nominations and Elections: Robin Cork

1. On hold until we square out bylaws

#### Service: Maria Cooper

2. Volunteer opportunities
  - a. Gift drop off.
  - b. Hanging ornaments on tree in the AMU
  - c. December 5<sup>th</sup> tree lighting

#### Staff Outreach: Robin Cork/John Sweeney

1. Had a meeting.
2. On January 11, 2<sup>nd</sup>/3<sup>rd</sup> shift meal, there will be a shuttle, papa Luigi's for meal, dr. Lovell and Joel invited to attend, decided against invited HR but Chris recommends inviting HR because it could be helpful to mingle with them in casual environment.
  - a. We discussed this last year, decided not to invite HR because the goal is to celebrate staff, don't want to add layers, want to make everyone feel special, this is supposed to be about employees, not showcase higher ups (that they're at a function-photo opp thing), the employees thought it was cool the higher ups were going to be servers.
  - b. What is suggested is to frame the invite as you can be a server. This is not an HR event, but we can invite them to be servers.
  - c. Don't want to make it awkward for staff, this is not the event to build rapport.
  - d. Wanted to give 3<sup>rd</sup> shift staff opportunity to experience things daytime staff get to have (food, opportunity to mingle with leadership)
  - e. We are doing a raffle, we are not providing gifts to everyone, reaching out across campus to create gift baskets.

## Work Environment: Kirsten Boeh

1. No report

## External Facing Committee Reps

---

### Cyber Security-Sherri Lex

1. No report

### MUPD Board-Chris Bartolone

1. Received state grant to replace tasers.
2. 2 promotions
3. 2 new hires
4. Looking for solutions to skyrocketing mental health calls
5. Upcoming community engagement events

### Safety Task Force-Latrice Harris-Collins

1. No report

### Staff Compensation-Carol Trecek

1. No report

### Strategic Planning-Calley Hostad

1. It's wrapping up and going to the board next month.
2. Online portal has closed.

### University Academic Senate-Karli Webster

1. No report

### UFPRC-Molly Eldridge

1. University Financial Planning and Review Committee Update  
MU Staff Senate Meeting November 16, 2023
2. The conversations on UFPRC are around FY25 Budget building. A change in timing was discussed in the spring of 2023 to allow a better sequencing of budget planning but it was decided in August that there will be no timing change this year (will consider for future years). Tuition and Housing rates were presented to the Board of Trustees at the September meeting, this included FY23 year-end results, FY24 projections and FY25 preliminary budget assumptions. The full operating budget will be presented for approval in December 2023.
3. UFPRC reviewed the Tuition and Room and Board projections and compared to AJCU, aspirational schools and direct competitors. Room and Board rate adjustments were considered to address inflation to offset higher costs. An annual increase was also considered for student tuition and fees.
4. Merit compensation assumptions were also reviewed by UFPRC.
5. Presentations to the UFPRC included:
6. Doug Woods presented Graduate School updates. Graduate enrollment is in a steady state. Online programming for undergraduates is mainly summer and j-session courses. Existing graduate and incubator programs will go through a review process. Other issues were discussed including the graduate salary stipend, health care insurance and grad student fees in relation to peer institutions.
7. John Baworowsky presented an update on enrollment. For FY24, even though the admitted target was realized, first year actual enrollment is less than budget while actual discount was

favorable to budget. Transfers exceeded budget. FY25 strategies include a three-year commitment to a tertiary market expansion and an early action acceptance timeline.

8. Lora Strigens presented on Facilities Planning and Management on status of campus facility and maintenance needs and related budget requests, as well as the status of the campus master plan and alignment of the next campus master plan with the new strategic plan.
9. A FY25 preliminary budget will be solidified once enrollment is finalized and presented to UFPRC at an upcoming meeting.

## New Business/Discussion:

---

1. There is a coat drive for graduate students.
2. Chris Navia next month and then the second half will be closed session for diversity award.
3. In closed session we might brainstorm about mission and objectives
4. Tiered system for parking or childcare?
  - a. Send this concern to Kirsten.
  - b. With parking, if they don't sell it to me, they'll sell it to someone else, prorate for people who work on or off campus, there are so many people who want parking, you might get preference based on years of service.
  - c. No income-based childcare because room is staffed by number of kids, state mandated ratio, just because you're earning less,
  - d. How affordable are the services we provide for people at the university, or are you priced out of services?
  - e. Ways we could share a parking spot.
  - f. The spirit of the question is important.

The meeting adjourned at 12:57pm.





Machado, Lizzy  
Organizer



Bartelt, Jack



Bukowski, Coreen



Coffey-Guenther, Kathy



Connelly, Amy



Cooper, Maria



Crear, Joya



Dorff, Sherrie



Econom, Melissa



Harris-Collins, Latrice



Hostad, Calley



Jensen, Amber



Kennedy, Ben



Kerrick, Lizzie



Kershek, Sheila



Klatt, Maggie



Langnes, Tia



Mellantine, Lynn



Meyers, Tammy



Montezon, Lori



Nest, Karen



Ruetz, Katie



Sachdev, Ritu



Sherri Lex (Guest)  
Meeting guest



Trecek, Carol



Vanek, Rae-Ann



Voltner, Elizabeth



Webster, Karli



Wheeler, Chad