

University Staff Senate Minutes

March 16, 2023, 11:00-1:00 p.m.

Raynor Memorial Library, Beaumier Suite C

Present:

Elected representatives:

Kirsten Boeh, Yvonne Printz, Carol Trecek, Melissa Econom, Robin Cork, Jack Bartelt, Latrice Harris-Collins, Nicolle Skoien, Chris Bartolone, Molly Eldridge, Amber Jensen, Calley Hostad, Christine Fleming

Other attendees:

Cliona Draper, Tina Aiello, Patty Przybylka, Tammy Meyers, Jennifer Van Able, Chad Wheeler, Coreen Bukowski, Sherri Lex, Lynn Mellantine, Yasi Blackmon, Rae-Ann Vanek, Lori Montezon, Tia Langnes, Ritu Sachdev, Elizabeth Voltner, Maggie Klatt, Sherrie Dorff, Megan Pavlic, Kim Poehlman, Lisa Vlach, Amy Kaboskey, Sally Doyle, Karen Nest, Laura Abing

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

Laura Abing led the reflection.

Special Business

Guest Speakers: Jay J. Kutka, Senior University Budget Director

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

- General overview of the University Operating Budget
 - A budget is not the plan but is the product of the University's planning process
 - The budget controls where we want the dollars to go based on strategic initiatives.
 - The budget is made from three main sources of funding, unrestricted funds, restricted funds and other. Other funds include debt and or grants.
- The budgeting process starts with building assumptions, or areas that we want to focus on as a University. Examples include Financial Aid, Strategic Initiatives, Fringe Benefits, Merit Pool, etc.
- There are challenges in higher education across the country.
 - The University made changes in the proposed budget for FY21 to address low enrollment, cost and inflationary pressures, market conditions impacting tuition discounts.
- Question: Are tenure track equity adjustments made annually in the budget?
 - Yes.
 - The University lowered the budget contingency from \$8 million to \$5 million for FY24.

operations which drives that net tuition revenue number. We are also using lower supported scholarships to keep that level of cost for students at a marketable rate.

- Question: When you look at the budget and we have the tuition, then there's obviously a budget then for the unfunded discount, right?
 - Correct.
- Follow up question: Does that percentage change or is that you know as a price goes up?
 - The percent is adjusted to fit within the restricted budget. You also have to look at what assets you have on the restricted side. How much could you leverage towards the restricted scholarships and how low can you keep your unrestricted to make sure that you're hitting your operations budgeted amounts.
- Question: How much of our operating budget is going toward our unfunded tuition discount for FY24?
 - The unfunded or unrestricted is around 54 to 55%.
- Follow up question: Has that gone up or down over the last few years?
 - It has gone up. It's very competitive out there among other institutions.
- FY24 operating budget and student enrollment data.
 - Listen to the recording for stats around first year enrollment and transfer budgets verses actuals for FY23.
 - We are seeing a total undergraduate enrollment low point reflecting poor post pandemic years of lower freshmen enrollment replacing higher graduating classes. This means our senior and junior classes were larger and we are replacing them with smaller freshman classes.
- Question: What is our sweet spot? What is our most bang for our buck? That really helps us? Is it the grad schools that would help?
 - The most bang for our buck right now is grad school, because we can do more and we have the ability to do more. On the undergraduate side, there isn't much room to grow. There is a goal to have our undergraduates matriculate into the grad school programs.
- Undergraduate tuition is at \$47,690 for the 2023-2024 academic year.
- Question: What percentage of students pay "full ticket" tuition costs?
 - From Susan Teerink, "because every full-time undergrad receives a Pere Marquette Scholarship (unless they receive Tuition Remission), there are no students who pay the 'full ticket tuition.' The best answer is 0%"
- Question: What is the distribution within the total amount of compensation and benefits amount of \$5.7 million, or 2.2%? The distribution among salary bands, distribution among areas of campus academic, non-academic. There's lots of different ways to slice that.
 - One of the initiatives that the institutions started to do was look at where there were endowed money and restricted money to support salaries. So that number isn't telling of all salaries and activities, because there are things happening on the restricted side.

- Operating budgets expense, so you'll see that it's going up 4.7, because they changed some accounting rules. We had to move some expenses out of financial aid and move into discretionary expense. But then we had a revenue office, so, the net impact was 0.
- Question: Has finance looked into ways of helping people that are supporting grants? Currently there isn't a lot of post grant support. Once we do get a grant, a lot of work is left on to the faculty and PI's.
 - There were additional headcount lines that were added for both ORSP as well as the Controller's Office for the post grant activity.
- Comment: We also need the physical infrastructure to be able to support the research scientists, and the understanding that in order to get high grant dollars, there's a tradeoff. Faculty wear three hats, their research, teaching and service. So, in order to be a high grant receiving and producing scientist the University has to be able to recognize that in order to recruit and retain those scientists. They also need the infrastructure that doesn't their specimens.
- Comment: There's a concern that people want us to bring in more revenue and yet our budget keeps getting cut. You can't have it both ways. You have to invest in things in order to make them greater.
- Question: When you talk about that reallocation resources for supporting academic programming and student need, one of the concerns that staff have is that there's a lot of suggestion of all these things that we should be doing but there aren't people to do that work.
 - There're hard decisions that need to be made when people look at any type of program, being an administrative program, be it an academic program. Is that program doing what it's supposed to be doing, or are we spinning our wheels? We need to think about those resources and headcount. If we're going to shut a program down, we need to take the steps to do it. We will have to take those resources and put them where there's more potential revenue and benefit for either students and an academic program. Those are tough decisions to make.
- Comment: When we want to go from what is already an impressive retention rate, to an exceptional retention rate, we are no longer retaining only the "easy students". We're already retaining those students well. We are looking to retain students who will become tougher and tougher to retain, who need more and more hands-on intrusive services, which costs money. That is a laudable goal, but our return on that investment is probably more moral and ethical focused rather than financial. In the short term, we're spending more money to retain students who we should be retaining. But that's a long-term investment, not a short-term investment.
- Question: If we are bringing in fewer students, do we need all of these buildings and facilitates that we are pouring a ton of money into?
 - The institution has already made some efforts toward that. Even after emptying a building, it still exists. Buildings on campus have to be heated and maintained. The University is interested in keeping costs low and looking for efficiencies, as well as questioning why do we have all these facilities? Can we contain consolidate spaces in one space? Lora Strigens is working on space optimization all the time.

- Question: Who is involved in the making of the budget and how do those people get looped in, throughout the year?
 - Every dean and vice president are involved in what's happening in the budget. Every May there is an e-mail sent out which gives people the opportunity to submit a proposal for their budget area. That information is rolled up by Jay Kutka and given to Joel Pogodzinski, and Kimo Ah Yun. There are often requests for additional narratives to make it easier to understand. It is designed to be a transparent process or allocations that are connected to key initiatives on campus, for example connected to student success or strategic planning.
 - We start with a permanent budget in FY23. As we go through FY23, you have something called the working budget and that's where the dollars get reallocated to keep pace with changes happening. When you start building the FY24 budget, your starting point is the FY23 permanent budget. Then you take the submitted initiatives, and requests and figure out how to put them in the FY24 budget.
- Discussion around anticipated budget needs, and actual needs as they are realized throughout the FY.
- FY24 Minor Capital budget
 - Major capital budget and those are for projects that are \$15 million and more. Minor capital budget is anything \$15 million and below.
 - \$250,000 is included in the Minor Capital budget for departmental requests.
 - On the operating budget you will see revenue of depreciation per restricted assets. That number is included in our depreciation number and the expense side. That number has to be negated all the time to look at spendable cash. Then they pay for the University's principal payments. The remaining amount can be spent on capital project needs.
 - Specifics are discussed including library journals, computer replacement, upgrading our Wi-Fi network, campus vehicles, academic startup costs, campus sacred spaces including Joan of Arc, maintenance.
- Question: Why couldn't with the help of advancement in our next campaign, which is coming up, why couldn't we develop an endowed fund for minor capital so that these kinds of things you're not so restricted by 17.5 million and laptops don't have to last seven years?
 - Kutka is always told that it's more attractive for donors to give funds on a new and exciting thing as opposed to maintaining. It is a discussion to have with UA leadership to investigate how to make a case for prioritizing these shared needs across campus in an endowed fund similar to the Marquette Fund.
 - There is a need to balance being donor centric and UA priorities which are tied to strategic plan initiatives.
- Comment: Sometimes what a donor would like to would like us to spend their money on is not what we need. Sometimes we just need more shovels, or to replace grass that has been killed by salt, etc.
- Question: Is it harder to fundraise for things that stretch across multiple areas of the University? It seems like a hurdle if each Dean is thinking about only their area, when

really multiple departments are thinking the same thing, for example with computer replacements.

- It's complicated because when a donor makes a gift, it has to be restricted enough for it to be restricted by law. There is an accounting side of this issue, a need to look at restricted donation laws, but also how investments can be grouped under a theme such as student success.
- Find the last three years of fiscal budgets with narratives here:
<https://www.marquette.edu/budget/restricted/current-fiscal-budget.shtml>
- FY24 Minor Capital budget continued
 - There are two components involved in the grant and budget system. One is ERP (Oracle), and one is the CRM (Customer Relationship Management). Marquette is working with a consultant now to update these.
 - Annual housing improvements \$400,000. For things like blinds, mattresses, carpet, and paint.
 - Items included for building maintenance are from a large backlog of deferred maintenance that FPM (Facilities Planning and Management) hold. Decisions are made to prioritize projects from this list.
 - Discussion around the lines included and some context related to the amounts.
- Question: You talked about the Deans and the VP's and how they're involved in the budget process. Can you tell us how that connects to the University Financial Planning and Review Committee (UFPRC) and how they are involved?
 - There is a budget committee. Heidi Bostic, Lisa Thiemann, Doug Woods, Lora Strigens, Gray Adams, and Sally Doyle all sit on that committee. They have guest speakers come in. Molly Eldridge is the USS representative on that committee.
- Follow up question: how are those committee members involved in the budgeting process?
 - Committee members see budget requests. University Planning and Infrastructure Committee (UPIC) presents to that committee as well. There's involvement, there's discussion, there is an understanding of what's important in all those requests and what's not important. It's chaired by Ian Gonzalez, so the strategic initiatives are a central focus.
 - Lora Strigens heads the UPIC committee. UPIC works on the minor capital budget request for the institution that for every fiscal year.
- Question: Is there a similar detailed process or budgeting process for staffing the university that informs the compensation budget?
 - You'd have to have conversations with human resources on that. Kutka does not participate in the compensation, or the salary portion. However, he does work on the fringe benefits side. When it comes to salary, pay bands etc., the professionals and HR handle that area. Alex Riley's office tracks the number of faculty staff head count and student headcount.
- Question: Do we have any ETA of looking at and selecting a new budget system?

- The process is starting. Kutka has been added to committees to discuss this. The idea is to focus on the CRM portion before they get to the technical things like the accounting systems and the grant systems.
- The system we're using is archaic, and homegrown. It is cumbersome, and the user interface is terrible. It doesn't provide the reports that all of us should have access to.

Regular business

Secretary's request:

- Nothing to report.

Treasurer:

- We have funds available for the book club events, currently holding funds for that.
- Waiting to get access in MyJob to the accounts.

Vice Chair:

- Carol and Melissa met with HR to circle back on the inclement weather policy and the equity issues.
- University staff community has reached out and is upset about the current policy.
 - If you have a Marquette issued laptop, then you are somewhat required or expected to work from home if the institution closes for inclement weather. If you do not have a laptop you receive University pay and it's essentially a day off for you.
 - The academic policy for students, is if it's a snow day or inclement weather is called and the university closes, everyone is off. Regardless if their class was set to meet in-person or online.
 - Staff without laptops are feeling left out of meetings happening during snow days.
 - There are some concerns with individuals who have university laptops but have small children or are taking care of others in the household and they're expected to work while their families have a snow day.
- HR is hearing the concerns, but not much action will be taken at this time. Carol will follow up with President Lovell, and Melissa will discuss this with Joel Pogodzinski to bring them the concerns from the staff community.
- Question: Do we have any inclination as to what is driving the desire to have some people working and some not? Is it just lost productivity?
 - Melissa suspects that is the concern.
 - Carol mentioned that COVID changed perspectives. We now have a different idea of working remotely, whether people are choosing to do it, or because of snow days. Now we do have that technology, and there are people who work remotely all the time.
 - The real issue seems to be that our University academic policy for students and faculty is not in alignment with the inclement weather policy for staff.

- Question: the work from home policy states that you cannot have young children at home or there must be someone else to supervise your young children while you are working. However, if there is a snow day you are expected to work while potentially supervising children? Does the inclement weather policy not contradict the work from home policy during these situations then?
 - Carol's understanding from their conversation with HR, is that if the University was still open and your kids had a snow day, you had to take a day off to stay home with them and could not work from home.
 - Melissa read from a MU Today policy: When the Marquette University campus is closed for severe weather or an emergency, please be aware of the following:
 - **For employees with a university-issued laptop:** Employees with a university issued laptop are expected to work from home/remotely during an emergency closing or use a vacation day/floating holiday as a replacement for their regularly scheduled hours. Employees working remotely should continue with any meetings that can be conducted via Microsoft Teams. If there is impending inclement weather, and you have a university issued laptop, remember to take your laptop home with you at the end of the day. If an employee with a university-issued laptop chooses not to work or does not have access to their university laptop outside of campus, the employee will be required to use a vacation day or floating holiday as a replacement for regularly scheduled hours.
 - **For employees who do not have a university-issued laptop and are not approved to work on campus:** Employees who do not have a university issued laptop and are not approved by their supervisor to work on campus, will receive Emergency University Closing pay as a replacement for regularly scheduled hours.
 - There are equity issues in this policy where some employees are getting paid and some are having to take vacation based on their access to a laptop. Something many staff do not have a choice about.
 - Discussion ensued about the language of the policy, an alternative alignment with previous approval to work from home, essential job functions, and continue conversations that will take place.
- Continued conversations are happening about how University issued equipment is insured or protected. If a University laptop is taken home and it is dropped, experiences flood damage, or is stolen out of a car, is it the responsibility of the employee or the University to replace the device.
 - The University insurance deductible is too high for the cost of the equipment to be covered.
 - There seems to be inconsistent messaging around this. Carol and Melissa are working to clear this up.
 - Email Melissa if you have questions or concerns: melissa.econom@marquette.edu

Chair:

- Staff compensation structure project has a questions and answers section on their website. You can find it here: <https://www.marquette.edu/ca/hr/staff-compensation-structure-project.php>
- Brigid Alba posted about a Martin Luther King Jr lecture to discuss social responsibility and justice on March 22. Watch a recording of this lecture here: [mlk-lecture-2023-w-slides.mp4](#)
- Send Carol questions for upcoming USS meetings with Advancement and President Lovell.
- Laudato Si' Planning Task Force needs participants in a variety of areas. Learn more about this here: <https://today.marquette.edu/2023/04/a-message-from-president-lovell-on-the-laudato-si-action-plan-task-force/>
- Jeanne Hossenlopp and Kathy Durbin met to discuss how to get staff more involved in the research being done at Marquette. If anyone would like to get involved let Carol know.

Nominations and Elections:

- Find the slides discussed here: <https://marq.sharepoint.com/:p:/t/UniversityStaffSenateUSS/representatives/EcWRkYj56mZKqcVAVOfIeigBS6uBJUMpxLod-9VSUdEyNA?e=1vil4q>
- On the second slide you can see which representatives have spots that will need to be filled.
- The nominations for USS and the UAS member form can be found here: <https://forms.office.com/r/TqSF8UkFhf>
- There is information about each position on the form. Please take a look at the form and help make recommendations.
- For a candidate to be considered there must be two nominations for each person.

Bylaws:

- Nothing to report.

Communication:

- 33 people interested in participating in our book club event.
- The MU library has unlimited electronic copies of the book for people to use for free.
- First two sessions will be in-person, the final session with Dr. Corey Seemiller will be virtual.

Service:

- Nothing to report.

Staff Outreach:

- Wednesday May 24 for the Poker Walk.

UAS Report:

- Continued push to have folks participate in the strategic planning process.
- Interest to revisit issues around convocation and student protest. Pondering ways to help students who are not feeling supported. Send thoughts or ideas about that to Jack Bartelt, jonathan.bartelt@marquette.edu
 - Comments about a pattern of sweeping issues like this under the rug instead of addressing them openly.

MU Police Board:

- A civilian crisis officer was hired.
- Eagle Express has had a few glitches, but is moving forward.
- The two mobile unit lights and cameras are in full operations.
- They are using directed portal initiatives at hot spots where trouble is happening on campus.
- There will be boxes of Narcan installed in the dorms.
- Mounted horse police will visit in May for a “show and tell.”

- Reflection schedule for upcoming meetings:
 - April 20, 2023, Kirsten Boeh
 - May 18, 2023, Jack Bartelt
 - June 15, 2023, Christine Fleming
 - July 20, 2023, Robin Cork

The meeting adjourned at 1:05 pm.