Staff Advisory Committee  
@ Saint Louis University

Minutes for Thursday, August 17, 2017
Schwitalla Hall, Lecture Hall 1 – 12:15 to 1:30 p.m.

Call to Order and Reflection: Peter Garvin (at 12:15pm)

Reflection: by Eleanor Roosevelt

“You gain strength, courage and confidence by every experience in which you really stop to look fear in the face. You are able to say to yourself, 'I have lived through this horror. I can take the next thing that comes along.' You must do the thing you think you cannot do.”

Attendees:

Live Meeting – Members: Arl, Rhonda; Barbeau, Kathy; Baine, Jennifer; Blanton Hibner, Amelia; Butler, Christina; Cornell, Sandra; Dill Garvin, Debbie; Elbe, Kari; Garvin, Pete; Godar, Tina; Hummel, Melissa; Krishnarao, Kavitha; Millinger, Rachel; Pearson, Denise; Pereira, Mary Lou; Sahaida, Amanda; Schmidt, Erin; Schwartz, Dawn; Seven, Natalie; Spicer, Sharon; Stevens, Sue; Tabb, Iris; Vogel, Stephanie; Weis, Ellen; Wells, Leslie; Wise, Cyn

Live Meeting - Guests: Blanquart, Debra; Franey, Jenni; Robinson, LaVerne; Stumpf, Joe; Tinge, Steve

Fuze Attendees - Members: Bruce-Staudt, Alexis; Buncher, Judith; Cook, Mary; Dietz, Daria; Filla-Taylor, JoAnn; Frazer, Mary; Ganey, Susan; Herweg, Jan; Hoffarth, Pat; McQueen, Patricia; Osmack, Pat; Passow, Jessica; Roba, Allison; Rocca, Alicia; Schneider, Colleen; Thatcher, Zack; Torretta, Susan; Weis, Marcia

Fuze Attendees - Guests: Anderson, Mark C. (VP-ITS); Eckstein, Jane; Hill, Katya; Jackson, Pamela; Magee, Eva

Minutes: Review and approve minutes from the April 20, 2017 meeting - approved

Announcements:

2017-2018 SAC Executive Board Members
Chair: Pete Garvin
Chair Elect: Cyn Wise
Past-Chair: Sue Stevens
Recording Secretary: Amelia Blanton Hibner
Corresponding Secretary: Sandra Cornell
Treasurer: Sue Stevens
Membership Coordinator: Jennifer Baine

Joyce Huelsmann Award (Sue Stevens presented) – Presented to Pete Garvin

Reminder about 75% attendance rate to participate in leadership roles and committees
Monthly Spotlight:

Patrick Cousins, Assistant Director of Campus Ministry – Safe Zone Program
1. Ally development training program for everyone, queer and straight and/or cisgender who wants to build a culture of allyship on campus
   a. Program has been on campus for about 8 years and has been under the Cross Cultural Center for most of that time
   b. Last year team rebooted the training program
2. Consider doing the training program, even if you have already done it in the past (it has changed significantly)
   a. Important so that we can build a community where all feel safe to express their identity
   b. #1 bias incident on campus is dealing with sexual orientation biased incidents
   c. Two main themes are emphasized: Active Allyship (creating an active environment that is welcoming) and Intersectionality (helping us take into account how different pieces of our identity, race, gender, sexual identity, immigrant status, etc. impact our identity)
3. Training opportunities:
   a. Open trainings – several times throughout the year, 2-3 hours
      i. Not yet scheduled for AY17-18
      ii. Will be announced in Newslink, on plasma screens around campus
   b. Department/unit trainings – can request a training for your department or unit
      i. contact Patrick Cousins to set up training
   c. Next Steps – work with other individuals to provide more in depth trainings (Title IX and transgender students, PROMO (lobbying body for queer identifying people), for example)
4. Program will return to the auspices of the Cross Cultural Center and Dr. Jonathan Smith’s team
   a. Individual is being hired in the Cross Cultural Center to do this
   b. In mean time, Patrick remains your contact

Updates:
John O’Leary “Power of One” – Patrick Maloney (Learning and Development)
1. Event was brought forth by the Cura Steering Committee
   a. Wanted to bring an event that would highlight the ways in which we can, through individual actions, create a community that is inclusive, welcoming, and true to our mission
2. Presentation isn’t about John, but rather those that have impacted his life and how we can each be that person.
   a. John illustrates this truth: one action and one person can absolutely change the world
   b. Video was shown about the presentation
3. Join us on September 26, 2017 from 8:30am to 10:00am in the Center for Global Citizenship
   a. Register through SkillSoft
   b. Employees in patient-facing positions and faculty/staff teaching during the University event are invited to attend a special session at 7:00am in the Learning Resource Center auditorium. Registration for his session is facilitated through SLUCare Marketing
   c. If you would like to help promote the event, reach out to Patrick to get materials
4. Questions:
   a. For individuals paid hourly, is this something that you should take time off for or will be paid for?
      i. This is a University sponsored event, and thus a work-related event. However, not all offices can completely close and not everyone can attend.
      1. If that is the case, please reach out to Patrick to see if attending the 7am event is possible.
2. Ensure that conversations with supervisors occur to ensure coverage is adequate for offices. HR is happy to facilitate conversations regarding this with supervisors if needed. Reach out to Patrick for information.

Microsoft Office 365 - Leslie Williams (ITS), Christopher Barrett (Dell), Susan Crincoli (Outlook)

1. Hopefully folks have had the opportunity to take advantage of opportunities to get more information
   a. Open Houses – Simon Rec and BSC
   b. 977-4000 (option 7) – there are specific 365 reference folks available
   c. Trainings available on SkillSoft
   d. Joan in Caroline Building, 202 – from Dell – is available after this session for questions and answers

2. Questions:
   a. Difference between SLUNet ID and email address – How do you know what student’s SLUNet ID is?
      i. Everyone is still issued a SLUNet ID along with an email address
      ii. Those with Cognos access can run a report (AU002 – Find SLUNetID from Email Address).
      1. Note that SLUNetIDs are protected under FERPA and should not be shared with non-SLU employees. This includes sending in email, posting to websites, or distributing in printed form.
   b. Will email still go to old SLUNet ID emails?
      i. Yes, email will continue to go to old email addresses.
   c. Are there more color options for the calendar? And are there ways to change the overall look? (too bland, too much white space)
      i. There are some personalization options within the environment, but it is limited.
      ii. You can add more colors in the ThickClient – Outlook – which is available. You can download this to your computer and then you have much more customization options.
      1. Need to ensure it is on your personal machine (not a shared machine)
   d. Is there any change of Outlook adding a labeling system similar to Gmail?
      i. Within Outlook Web Access (accessed via internet browser)
      ii. However, using Outlook (downloaded software)
      1. Within Outlook there are categories/labels
      2. You can also set up rules (so all emails from an individual go somewhere, etc.)
      3. Check out the updated Office 365 Tutorials page on the website: https://www.slu.edu/office365/tutorials
   e. Can you put things in multiple folders (how you could label things in Google so they would exist in multiple places)?
      i. Folders in Google are different than Outlook
      ii. Tips and tricks can help you learn this
   f. Can we do Google Chat again?
      i. Google Chat is still available (along with all other Google services)
      ii. Sign in on your MySLU and you can see on Hangouts (you have to open this)
   g. Are new people going to get Google services?
      i. Eventually we will be rolling out Skype, which has a messaging component, and other components (like OneDrive)
      ii. New hires will have access to Google services (via MySLU tools)

3. There is help for you!! We want to help you, so please reach out to the services provided!

Drawing for $25 gift certificate to Bookstore – Sharon Spicer wins!
Cura:  SLU Sparks – Karen Bolinger – Congratulations to Karen Bolinger, Social Work, who received a SLU Spark! Karen was recognized by Robin Schneider, Public Health, for serving others.

"Karen played the piano before and after our Student Leadership and Awards Ceremony for the May 2017 graduates. She is extremely talented, and volunteered her skills. The music created a reverent and celebratory environment which received positive reviews on the survey we send out regarding our end-of-year ceremonies."

Next Meeting:  Thursday, September 21, 2017 (Busch Student Center, #251, 12:00-1:15 pm)

Adjournment:  Peter Garvin
Staff Advisory Committees and Representatives – 2017-2018

- **Staff Advisory Sub-Committees**

  By-Laws Committee – Kathy Barreau, Sue Stevens, Elisabeth King, Rita Stites, Cyn Wise
  Community Outreach – Vacant
  Professional Relations Committee – Peter Garvin, Elisabeth King, Rachel Millinger, Allison Roba, Sue Stevens, Rita Stites, Kine Walker, Cyn Wise
  Service/Events Committee
    - Battle for the Boot – Rachel Millinger, Susan Torretta, Kine Walker
    - Food Truck Rally – Pete Garvin, Stacy Mack, Melissa LaRue Hance

- **University Committees**

  Bicentennial Celebration Committee – Peter Garvin
  Brand Steering Committee – Judi Buncher
  Campus Recreation Advisory Committee – Daria Dietz
  Cura Steering Committee – Sue Stevens
  Email Review Committee – Sandra Cornell, Karen Fox, Kevin Leslie
  Emergency Preparedness – Kathleen Wolf Commencement/Honorary
  Degree Committee – Cyn Wise
  Magis Operational Excellence Program Steering Committee – Cyn Wise
  Medical Ad Hoc – Chris Luebbert
  Parking Issues – Elisabeth King
  President’s Advisory Council – Sue Stevens, Pete Garvin, Cyn Wise
  President’s Coordinating Council – Peter Garvin
  President’s Diversity Council – Sharon Biddle-Ferrel, South Campus – Sandra Cornell
  President’s University Leadership Council – Peter Garvin
  Service Award Recognition Committee – Larry Bommarito
  Sustainability Council – Delia King
  Tobacco Free Workforce – Ellen Weis
  Web Design Committee – Meme Wolff
  Work Group – Community and Economic Development – Amelia Blanton Hibner
  Work Group – Public Art and Aesthetics – Kirsten Miller
  Work Group – Race, Poverty and Inequality – Patricia McQueen
  Work Group – Recruitment, Admission and Retention – Pamela Jackson

- **Board of Trustee Committees**

  Academic Affairs – Alexis Bruce-Staudt
  Development – Vacant
  Human Resources – Vacant
  Marketing and Branding – Larry Bommarito
  Mission and Identity – Amelia Blanton Hibner
Staff Advisory Committee
Saint Louis University

Minutes for Thursday, September 21, 2017
Busch Student Center, Room #251 – 12:00 p.m. to 1:15 p.m.

Call to Order and Reflection: Peter Garvin

Reflection: by Martin Luther King, Jr.

“Human progress is neither automatic nor inevitable. Every step toward the goal of justice requires sacrifice, suffering, and struggle; the tireless exertions and passionate concern of dedicated individuals.”

Attendees:

**Live Meeting – Members:** Anstoetter, Emily; Arl, Rhonda; Baine, Jennifer; Blanquart, Debra; Butler, Christina; Cornell, Sandra; Davis, Lauren; Dean, Antoinette; Dill Garvin, Debbie; Filla-Taylor, JoAnn; Franey, Jenni; Ganey, Susan; Garvin, Peter; Glauber, Beth; Kaufman, Cheryl; Kerley, Lynn; King, Delia; Mack, Stacy; Magparangalan, Shawnee; McCaw, Shawn; McQueen, Patricia; Pearson, Denise; Sahaida, Amanda; Schneider, Colleen; Spicer, Sharon; Stevens, Sue; Sullivan, Matthew; Thatcher, Zack; Walton, Regina; Weis, Ellen; Zimmer, Cathy

**Live Meeting - Guests:** None

**Fuze Attendees – Members:** Avett, Charlotte; Barbeau, Kathy; Blanton Hibner, Amelia; Bolinger, Karen; Bruce-Staudt, Alexi; Callon, Maggie; Cook, Mary; Dorsey, Ashlee; Edwards, Loretta; Gambill, Sandy; Hanks, Tami; Hoffarth, Pat; Jackson, Pamela; Leslie, Kevin; Linnenbrink, Katie; McCarthy, Adrienne; Miller, Kirsten; Millinger, Rachel; Mueller, Lora; Osmack, Pat; Passow, Jessica; Roba, Allison; Schwartz, Dawn; Stites, Rita; Wolf, Kathleen; Wolff, Meme

**Fuze Attendees - Guests:** Goebel, Diane; Parker, Denise; Toennies, Tim

Minutes: Review and approve minutes from the August 17, 2017 meeting - approved

Announcements:
Make A Difference Day - Saturday October 28th

Indoor Painting Project - VOLUNTEERS NEEDED!
[Annie Malone Children & Family Service Center](#)

The Staff Advisory Committee would like to participate in this year’s Make a Difference Day. SLU’s Make a Difference Day is recognized as the largest day of service in the state of Missouri and one of the largest in the nation. It will be held on Saturday, October 28, 2017.
SAC will partner with the Annie Malone Children & Family Service Center on Make a Difference Day. Annie Malone is a non-profit organization that has operated in the St. Louis area since 1888. Its mission statement is to improve the quality of life for children, families, the elderly and the community, by providing social services, educational programs, advocacy and entrepreneurship.

Our service project will be held at the organization’s Crisis Center, which is located at 5355 Page Blvd., St. Louis, MO 63112. They are looking for 25 volunteers to assist with indoor painting. They will supply the paint. We are asked to bring our own painting supplies, like brushes, rollers, paint trays, tape, etc. The project time is 9:00 AM – 2:00 PM. Volunteers must be at least 18. If you’re interested in participating, contact us at sac@slu.edu. This information will also be sent out by email.

Monthly Spotlight:
Dr. Jonathan Smith – Vice President, Diversity and Community Engagement

• Promotion to VP:
  o Prior to promotion work was solely Regina and Jonathan
    ▪ Challenge was that it depended upon capacity of individuals to leverage relationships
  o Reorganization to VP means that Cross Cultural Center now reports to him (currently in the process of hiring someone for the CCC) and 2 program coordinators, and the Center for Global Citizenship now reports to him
    ▪ Provides more hands to get the work done!
    ▪ Daily advising of student groups that had been under CCC (Black Student Alliance, etc.) now under Student Development
    ▪ There is a new program coordinator that has been hired that will be the key person in programming.

• DCE should be support for entire community, not just students or faculty
  o In the past it had largely left out staff, and now there are plans for programming that are specifically directed to staff
    ▪ Including programming during the day and the summer
  o Pete Garvin will meet monthly with Johnathan to raise issues that impact staff – ensures that issues raised that impact the entire community are addressed for the whole community

• Discussion of Stockley Verdict
  o Since before Friday senior leadership was in discussions regarding the Stockely verdict and how to prepare campus, knowing that the verdict would happen downtown and that campus was so close
  o Sunday afternoon a protest led by our students and protesters outside the SLU community approached the main gates and was not allowed on campus. Dr. Pestello instructed DPS to only allow SLU students on campus, some black students reported negative interactions with DPS.
    ▪ This lead to students meeting with Dr. Pestello on Sunday night and Pestello was presented with a list of oral demands. Since then, the set was emailed and an additional set was sent in. While separate, they are connected.
  o Frustration that the actions that have been taken do not seem to be sinking in
• For example – on the top list of student demands was with regard to the budget of African American Studies, but they have messaged multiple times that this has been addressed
• Increase in aid for African American students from SLU and discount rate has gone up.
  o Sent out an update with update on the Clocktower accords
  o Have McNair scholars back on campus
• Q&A:
  o Groups that are overlooked include graduate and professional students – ensuring they are also on Jonathan’s radar. Yes, it is.
  o Comments on the length of the emails – makes it overwhelming and people don’t read all of it.
  o How to educate new students on what has been done previously?
    ▪ When Jonathan talks about the accords he tries to emphasize that they are connected to larger issues. These are not boxes to check and they are not going to be done in the lifetime of an undergraduate at SLU.
    ▪ Students always give us the fierce urgency of “now”, which is very good, but that the University also looks toward the future.

Update:

1. Brooks Goedeker—St. Louis Midtown Redevelopment Corporation
   a. Established in March 2017, he started in April 2017
   b. Provided background on himself – working in St. Louis City in a variety of St. Louis initiatives
   c. Slideshow provided a map of the redevelopment map of the area
      i. Noted that we are not the first to seek the Chapter 353, that many others have done so (including the Botanical Gardens)
      ii. Allows for:
          1. Anyone that comes to do redevelopment, has to come to redevelopment corporation for approval prior to going to the City
          2. Has the ability to do tax abatement for redevelopment projects
          3. This is a net-neutral, and thus everyone has to sign a parcel development agreement – cost per square foot and the funds go back to pay for things in the area (like marketing and branding, cleaning, etc.).
   d. Projects that are occurring:
      i. Foundry Project – will keep historical structures in place
         1. Will be a food hall with 31 different restaurants
      ii. 2 new office towers
      iii. Movie theater complex
      iv. Grocery store
      v. Parking structures
      vi. Armory Project (have letters of intent from several different companies)
      vii. Possibility of brewery
      viii. Element by Weston (153 room hotel) with a bar and grill on the roof
      ix. Steelcote building may turn into apartments
      x. The building with the AB sign at Grand and 44 – battery system writing
xi. SLU owns 14 acres at Grand and Choteau – SLU is discussing what to do with the property
e. Hopefully this will be something that students, staff, and community will adopt.
f. Chouteau Greenway
   i. The private partnership that did the Arch grounds renovation and looking to do a greenway that would connect the area down to the Arch with a walking path and bike path (see map on slideshow)
   ii. Similar to The Beltline in Atlanta, Little Sugar Creek Greenway in Charlotte, NC

g. Most of this should be completed by 2019
h. Naming:
   i. Previously it was called the Prospect Industrial District and Union Industrial District
   ii. Looking into naming options – have 15 different options with 5 different themes
   iii. Trying to narrow it down to three or four and will do an online vote in the Fall

2. Debbe Schneider/Lisa Lee—Barnes & Noble
   a. Goal at the Bookstore is to support all of the SLU community, including staff!
   b. You may not know about the Bookstore...
      i. Every staff member gets a 10% discount (on most everything) at the bookstore (tell them you are a staff member when you checkout!)
      ii. If buying something for your department on the PCard, you get a 30% discount (on most everything)
      iii. Bookstore can order books for you and still get 10% discount
      iv. Can special order a lot of different things that are specific to the department (monograms, engraving)
      v. Can support events and sell books at the event
      vi. Can also host smaller events instore
      vii. Join the Bookstore’s email list and the emails go out and tell you about the big sales
   c. Promoversity – Is an approved vendor that does promotional items
   d. A percentage of all sales at the Bookstore go back to the University
   e. Showcased some of the new items they have for the Bicentennial
   f. We are testing marketing some clothing items

3. Laura Geiser—Assistant Vice President, Branding Bicentennial Activities
   a. Following Saturday’s Bicentennial Mass at the Gateway Arch, Saint Louis University will reveal plans to mark its 200 years of educating students and transforming lives with a service challenge that begins Nov. 14.
   b. The 200-Years-In-One Challenge is an effort to give back to the community and society by inviting everyone in St. Louis, the nation and around the world — whether they are SLU affiliated or not — to download a special app that will help them track their volunteer and service hours.
   c. Once submitted, these service/volunteer hours will be added to the running total on a large illuminated clock that will soon be installed at the southeast corner of Grand and Lindell Boulevards, across from St. Francis Xavier College Church.
   d. The clock will update in real time as hours are submitted. SLU’s Center for Service and
Community Engagement is involved in the challenge and will also submit hours they collect independent of the app.
e. To reach 200 years of service, students, faculty, staff, alumni and others will need to submit 1,753,176 hours (the number of hours in 200 years) between Nov. 14, 2017, and Nov. 14, 2018. Since SLU routinely tallies 1.6 million service hours per year, Bobby Wassel, assistant director of the Center for Service and Community Engagement, is confident the SLU community will achieve this goal.
f. The app will be available through the Apple App Store and Google Play. In addition, those who wish to participate can also submit volunteer hours online at slu.edu/200years. The webpage will feature a video about the project as well as FAQs.
g. SLU’s bicentennial service clock will be unveiled officially during a special event open to the entire SLU community at 3:30 p.m. Tuesday, Nov. 14. The app will be available for download that day, too.

Cura: SLU Sparks – Nanette Parris – Congratulations to Nanette Parris, Curricular Affairs, who received a SLU Spark! Nanette was recognized by Jim Greathouse, Human Resources, for serving others.

"Every day, Nanette is on the front lines helping students, faculty, and staff with their needs whether it is related to facilities or in general. Nanette is not only willing to help with the question at hand but to dig deeper to make sure even the unasked questions I don't think of or know to ask are answered. Nanette has a way of making you her #1 customer each time. I truly appreciate the spark Nanette ignites in serving others."

Next Meeting: Thursday, October 19, 2017 (Schwitalla Hall, Lecture Hall #1, 12:15-1:30 pm)

Adjournment: Peter Garvin
Staff Advisory Committees and Representatives – 2017-2018

Staff Advisory Sub-Committees
By-Laws Committee – Kathy Barbeau, Sue Stevens, Elisabeth King, Rita Stites, Cyn Wise
Community Outreach – (vacant)

Service/Events Committees
Battle for the Boot – Rachel Millinger, Susan Torretta, Kine Walker
- Committee will likely be moving to Sustainability moving forward. Food Truck Rally – Stacy Mack, Peter Garvin
- Nothing to report on my end but you could touch base with Stacy Mack of Parking and Card Services as she has taken the lead on this endeavor.

University Committees
Banner Administrative System Review Committee—Brandon McCoy and Helen McCormack
- In the first meeting we discuss what we are actually looking to replace/improve. We are looking at ERP systems, the systems that tie our applications together. Currently that is Banner which is a 14 year old system. The university wants to look at options to update/replace this system.
- ITS has been working on doing inventory on the different applications and systems used by the university. (over 100)
- Throughout the week committee members had workshops to discuss the various applications and which should be given higher priority, worries, requests and determining "must haves" for a new system. This is a continuing conversation as the committee deliberates options.
- Community can still send feedback. There was an article in Newslink that can be shared:

Bicentennial Celebration Committee – Peter Garvin
- Beyond the Bicentennial Mass which was celebrated on September 23, 2017, there are a variety of events being discussed surrounding the year-long celebration to include a book which is near completion related to SLU’s 200 year history, various events sponsored by Mission and Identity and faculty symposiums. Additionally, the SAC Bicentennial initiative we am working on is developing a 5k run scheduled for Sunday, April 15, 2018.

Campus Recreation Advisory Committee – Robert Pampel
Cura Steering Committee – Sue Stevens
- The Cura Steering Committee hasn’t met since May. Topics that this group discusses are:
  o Most effective ways to handle requests for assistance
  o Different methods for identifying units where employees are seeking help, but are afraid to come forward
  o Employee engagement
  o Job aids
- The committee continues to discuss ways to engage employees in embracing the Cura culture. Some of the suggestions are:
  o Start every meeting with a Cura reflection
  o Creating new You Tube Videos
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See attached survey was sent out to the University community in June. Next steps are being determined waiting for feedback from Provost’s Office on status of committee.

Magis Operational Excellence Program Steering Committee – Cyn Wise

- See attached report

Medical Ad Hoc – Sue Stevens

- The purpose of the medical ad hoc committee is to assess the medical benefits offered to ensure that the University’s benefits are in line with industry standards, competitive with the market, and discuss ways to improve medical benefits for both the employee and university.

Items discussed

- Increasing the subsidy threshold
- Changes in prescription drug plan in order to align with industry standards
- Member Tools to support plan decision
- Realignment of employer/employee contribution towards medical benefits. In order to keep the employee’s contribution towards benefits that same in 2017, the University deviated from the usual 75/25 contribution split. The University assumed a greater proportion of the expense.

Parking Issues – Elisabeth King

President’s Advisory Council – Sue Stevens, Peter Garvin, Cyn Wise

- There were updates related to the Campus Master Plan and St. Louis Midtown Redevelopment Corporation, Speech and Performance Policy, FY17 Budget, “Transforming SLU,” and Operational Excellence provided. All topics have and/or will be shared already with the options to attend open forums or at the SAC meetings.

President’s Coordinating Council – Peter Garvin

- Nothing to report as there has been no meeting this year.

President’s Diversity Council – North Campus (vacant), South Campus – Sandra Cornell

President’s University Leadership Council – Peter Garvin

- The Council is discussing a variety of items to include “Transforming SLU” which is a multidimensional conversation about the future of SLU which contains five major inter-related initiatives: 1. A new, university wide core curriculum 2. Growth through new and expanded programs 3. Academic alignment 4. Planning for buildings/space 5. Operational effectiveness.

Recognition Committee – (vacant)

- Waiting for feedback from Provost’s Office on status of committee

Sustainability Council – Delia King

- Has not met since January 2017

Tobacco Free Workforce – Ellen Weis

- Survey was sent out to the University community in June. Next steps are being determined based on survey results.

Work Group – Recruitment, Admission and Retention – Pamela Jackson

- See attached report.

Board of Trustees Committees

Academic Affairs – Alexis Bruce-Staudt
• See attached report

*Development* – Cyn Wise

• See attached report

*Business and Administrations* – Sue Stevens

*Marketing and Branding* – Rhonda Arl

• Updates on the Bicentennial, the Marketing and Communications Strategic Plan, and an update on the Web Migration were provided at the September 21, 2017 meeting

*Mission and Identity* – Amelia Blanton Hibner

• The Mission and Identity Committee met in September and hosted SLU student Trey Watterson, SGA VP of Diversity and Inclusion, to speak about the recent protests on campus after the Stockley verdict. The Board was then invited to participate in the opening panel of the Land O’Lakes Conference hosted by the Office of Mission and Identity.
Call to Order and Reflection: Peter Garvin

Reflection: by Maya Angelou

“We all should know that diversity makes for a rich tapestry, and we must understand that all threads of the tapestry are equal in value no matter what their color.”—Maya Angelou

Attendees: See attached attendance report at end of minutes.

Minutes: Review and approve minutes from the September 21, 2017 meeting

ANNOUNCEMENTS ...

General Announcements:
Pete Garvin, SAC Chair
1. Still need volunteers for Make a Difference Day
2. Sunday, April 15, 2018 – Bicentennial 5K run/walk – family friendly!
3. Drawing for free, autographed copy of John O’Leary’s book On Fire
4. If serving on a committee as a SAC representative, please send your updates to Amelia Blanton Hibner by November 6, 2017.

Monthly Spotlight:

Kevin Behrns, M.D.-- Vice President for Medical Affairs and Dean of the School of Medicine
1. Transformative Excellence in Academic Medicine (TEAM)
   a. Program started a few months ago to look at the future of the School of Medicine and SLU Care to be a leading institution in health care
   b. Needed a project to define future of clinical care for patients, research, and education of students
2. Survey of faculty and staff to determine what kind of culture was desired. Responses focused on caring, collaboration, transparency, innovation, employee recognition, transparency, trust, support, communication, respect, adaptability, and more.
   a. Comes out of the University’s mission, one that people are committed to
3. TEAM is led by:
   a. Steering Committee, made up of: Behrns, Heaney, Whitworth, Kosydar, Heimburger, Luna, Armbrecht
   b. Medical Advisory Council – provides feedback to the Steering Committee. Made up of: Drs. Wilmott, Cruz, McLennan, Randall, Prather, Siddiqui, Hoft, Hurley

4. Vision for the School of Medicine
   a. Set the standard for quality patient-centric care and academic excellence
   b. Become the desired destination for faculty, staff, and students by ensuring they are developed and empowered
   c. Grow to achieve leading financial results and a leadership position in the market, benefiting our mission, faculty and staff
      i. Allows us to reinvest in people and mission

5. To accomplish this, there are 6 key areas, with 22 initiatives total:
   a. Clinical Quality: Continuously improve high-quality patient interactions
   b. Patient Access: Increase clinical volume
   c. Research and Education: Foster growth in teaching and research
   d. Integrated Organization: Integrate academic, research, and clinical components of the SOM
   e. Supporting Capabilities: Optimize support staffing for effectiveness and efficiency
   f. Strategic Plan: Build the strategic plan for the next 5-10 years
   g. All of this is driven by a culture of excellence and accountability that delivers quality and growth in everything done

6. Goals define a core set of principles that we use in developing the institute model design (developed by the Medical Advisory Council)
   a. Patients come first in the clinic, our research, and our education
   b. Organize ourselves to deliver interprofessional care
   c. Integrate our missions of clinical care, research and teaching
   d. New model must improve financial results through more efficient resourcing
   e. Clearer delineation of roles, responsibilities, and accountabilities for leaders
   f. Funds flow becomes more transparent and oriented toward the objectives of the School of Medicine as a whole

7. Moving to an institute model is all about more patient-centric, interprofessional, and efficient care
   a. What is an institute: a team of professionals working together to solve the patient's underlying problem and deliver great outcomes
   b. Has many benefits, including:
      i. enhancing clinical care through a patience-centric approach,
      ii. alignment among clinicians
      iii. improve education experience through practical interprofessional
iv. break down siloes within the clinical practice and departments, improve financial results through increased volume, administrative efficiently, and better resource utilization, 
v. attract research grants and high value clinical cases

c. How is this different than a department?
i. Traditional clinical model:
   1. Patient has to navigate staff, systems, schedules across multiple departments
   2. Independent, siloed specializations
   3. Risk of competing treatment recommendations
   4. Duplication of shared services
   5. Time to treatment is longer, more complicated for patient

ii. Integrated Clinical model
   1. Patient-centric care
   2. Physicians across disciplines collaborate under a set of treatment protocols
   3. Integration of research and teaching

d. Path forward for Institute Model design
   i. Have moved through “Blueprint” design and detailed design phases
   ii. By end of November the following will be announced:
      1. Institute definitions and descriptions
      2. Proposed mapping of individual specialties to specific institutes
      3. Faculty and staff will have the opportunity to give input before institutes are finalized
   iii. Then will move toward detailed implementation planning and implementation in January of 2019

e. Critical Success Factors
   i. Develop a strong Results Delivery Office with dedicated resources to implement TEAM initiatives
      1. For each initiative, need a project manager behind it that gathers the information, arranges meetings, etc.
   ii. Create a coalition to help build positive momentum for the transformation
   iii. Leverage Medical Advisory Council and other groups to advise on the process
      1. Engage in solution-oriented conversations to guide the transformation
      2. Solicit faculty perspectives to refine the implementation path forward
   iv. Communicate the change to our community through multiple channels
f. Governance Structure
   i. Program Sponsors (Dean Behrns and Dr. Heaney)
      1. Executive Leads (Gary Whiteworth & Ali Kosyodor) & Faculty
         advisors (Yadira Harley – call out for more)
         a. Under Executive leads have RDO Team (3) –
            comprised of project managers
         b. Initiative Owners (want dyads of at least faculty and
            staff for each initiative)

8. What to expect in the near term?
   a. Finalized list of initiative owners (dyad which will include faculty and key
      staff members for each initiative)
   b. Kickoff for initiative owners and working teams
   c. Timeline of initial TEAM initiatives

9. Reach out to TEAM@slu.edu for questions, concerns, and input
   a. Committed to a transparent process for TEAM
      i. There will be:
         1. announcements
         2. advisory groups (small group meetings to gather specific
            information and input as program unfolds)
         3. One-on-ones via listening tours and office hours with Dean
            Behrns
         4. Forums (Department/division meetings and town halls)
         5. TEAM email and website (TEAM@slu.edu)

10. Q&A
    a. This sounds great if it is something simple for a patient, but what about
       more complicated patients who need both heart care, diabetes, etc.?
       i. Will need to have bridges across the institutes to make this
          happen and ensure that it stays patient-centered
       ii. About what support functions we can put in place to help support
           the patient – allowing staff and faculty to communicate with each
           other
    b. What commitment will the School have to basic science or pre-clinical
       research?
       i. Very important that we not only stay committed to it, but also
          grow it in a strategic way, given limited resources.
    c. How does this connect/respond to the recent accreditation by LCME?
       i. March of 2017, the School of Medicine was accredited with
          probation by accrediting body. However, there is work to do (93
          designations, had problems in 23).
       ii. March-May 2017 a plan was developed to respond to those
           concerns, almost 120 pages, and submitted to LCME on August 1,
           2017.
       iii. In October LCME accepted the plan, groups are already working
           on the plan.
iv. Can expect from here on out that LCME will do site survey next summer (anticipated), they will want data that shows that the plan is working (will likely be due in May or June). Site survey team will submit report to LCME committee for review in October 2018 with the goal to come off probation to come off probation by then (have until February 2019 to come off).

v. This new institute model will provide great education for our students (not only medical students, but that also draw in other professionals). Teaching students how to work in teams from the beginning to develop that type of culture.

d. How does institutional model support growth in non-medical research?
   i. Some research programs are tightly aligned with research in clinical areas, others not as much. How to have researchers work with clinicians and patients to determine how we can provide better care for our patients? The more we marry the scientists and the clinicians we will have better responses for our patients – need to have that integration. This should then create more opportunities for research as we are putting expertise together to address issues that are big that need clinical focus, and scientists’ knowledge and expertise.

e. You have talked about being open and transparent, there have been several TEAM presentations given only to faculty and the information has not been shared with staff.
   i. We should share all of that information and make sure it is on the website

f. SAC represents the voice of the staff, may we suggest that someone from SAC is included in implementation?
   i. In the implementation of initiatives, each initiative will be headed by a dyad of a faculty and staff member.

g. Who determines the make up of the initiative dyads? Is it open to others?
   i. Dyads were determined by the steering committee, however if a staff wants to participate in a specific initiative, email Ali Kosyodor (ali.kosyodor@health.slu.edu).

h. Will faculty have dual reporting now to both their department and their institute?
   i. Yes, we don’t want to take away the professional identity that the department provides and know that the department provides an important role with education.
   
i. How will funds flow and who will be responsible for this?
   i. Steering committee has not yet taken this up, but it is an important

j. Will all institutes be rolled out at the same time or will they be rolled out progressively?
   i. Will roll out one or two institutes and learn from those
experiences. But at some point the rest will have to flip otherwise we are working in two different systems.

k. Are staff layoffs anticipated? If so, will they be offered the same enhanced packages?
   i. We have not yet done the analyses required to make those decisions as we are focused on the institute models. As we evaluate this we will continue to be transparent throughout the process. There is no target in this – Dean has no directive that he needs to save a certain amount of money. Health care is all about value, and thus we need to be efficient in all we do.

Update:

Elisabeth King (elisabeth.king@slu.edu or benefits@slu.edu) -- Vitality and Benefits Plan updates

1. Finalized and approved plan for 2018 is still in the approval stages. As soon as it is ready we will send it to all employees.
2. New tools rolling out this year to help employees make decisions about coverage:
   a. Alex – is a support tool to help you make a decision regarding coverage (link not yet available)
      i. Fun and interactive tool
      ii. Does know about the subsidies, contributing to FSA or HSA
   b. Compass – Rolling it out only to those in the high deductible health plan
      i. Also called a consumer driven plan at other places – you decide how you are going to utilize the health insurance
      ii. Helps you be the best consumer of your health care dollars
      iii. Can call and speak to an advocate that can help you determine what is best for you
      iv. SLU will continue to provide seed money in the HSA account ($250 individual, and $500 with dependent coverage)
   c. Express Scripts has tool that will show you what prescription co-pays are like under different plans
3. Biometric screenings go through November 17 – must do this and the online questionnaire to get the wellness subsidy
4. Is there assistance for those that are not as tech savvy?
   a. HR’s team is happy to help walk folks through the process in their office
5. AIG to Symetra – New life insurance policy
   a. Benefits is working to get this update on the website
6. Retirement plan
   a. SLU retirement plan is going from Church Plan status to ERISA status as of 10/01/2017. This changes very little for employees, other than the requirement to get spousal consent on withdrawals and distributions.
b. Campaign to update beneficiaries for retirement and life insurance will begin after open enrollment.

7. Open Enrollment Dates: November 1-17
   a. Remember, you have to re-enroll for several options, like FSA and HSA

Jim Greathouse (Mary Krieg presenting on behalf of Jim Greathouse) -- United Way
   1. 2015: Participation rate of 11% (contributions of $125,559)
   2. 2016: Participation rate of 8% (contributions of $98,351)
   3. 2017: Participation rate goal of 10% (goal of $100,000)
      a. Participation is the focus this year!

Cura:  SLU Sparks – Patrick Holt – Congratulations to Patrick Holt, Transportation Services, who received a SLU Spark! Patrick was recognized by Erin Schmidt, Campus Ministry, for serving others.

   “Patrick went above and beyond to help us schedule a shuttle for the Bicentennial Mass rehearsal. He was positive to our last minute request, always answering the phone with a chipper, “It’s a great day to be a Billiken!” Lastly, he was able to quickly find a better and cheaper option for what we needed. It was a pleasure to work with him.”

Next Meeting: Thursday, November 16, 2017 (Busch Student Center, Saint Louis Room, noon-1:15 pm)

Adjournment: Peter Garvin
Staff Advisory Committees and Representatives – 2017-2018

Staff Advisory Sub-Committees
By-Laws Committee – Sue Stevens (chair), Kathy Barbeau, Elisabeth King, Rita Stites, Cyn Wise
- By-laws are currently under review by General Counsel
Community Outreach – Vacant

Service/Events Committee
Battle for the Boot – Rachel Millinger, Susan Torretta, Kine Walker
- Committee will likely be moving to Sustainability moving forward
Food Truck Rally – Stacy Mack, Pete Garvin
- With the change in seasons there will likely not be an opportunity to hold another big rally until the spring. Some food trucks may stop by through the next few months, and if they choose to do so, a schedule will be shared.

University Committees
Bicentennial Celebration Committee – Peter Garvin
- I have attached a document regarding an update of talking points on the "200 Year Challenge" service which kicks off November 14, 2017 and runs through November 14, 2018
Banner Administrative System Review—Brandon McCoy and Helen McCormack
- No meetings held and nothing to report at this time.
Campus Recreation Advisory Committee – Robert Pampel
- Committee will meet in November
Cura Steering Committee – Sue Stevens
- No updates submitted.
Faculty/Staff Feedback Survey Task Force – Sue Stevens
- No updates submitted.
Magis Operational Excellence Program Steering Committee – Cyn Wise
- No updates submitted.
Medical Ad Hoc – Sue Stevens
- No updates submitted.
Parking Issues – Elisabeth King and Mathew Campbell
- The Saint Louis University Parking Issues Committee meets 'virtually' on a monthly/quarterly basis in order to review and decide on parking ticket appeals. The number of appeals vary by term; however, the latest review period included 25 appeals that were received through September 30, 2017. In addition to parking appeals, this committee may also seek clarification on changes to parking terms and/or policies. Most recently, we learned that the former Diabiliito's parking lot (Laclede near Spring) will soon be designated as 'resident' parking. If there are questions or concerns that we can help with related to parking, please reach out to either Matt Campbell (matt.campbell@health.slu.edu) and/or Elisabeth King (elisabeth.king@slu.edu).

President’s Advisory Council – Sue Stevens, Pete Garvin, Cyn Wise
• No meetings held and nothing to report at this time.

President’s Coordinating Council – Peter Garvin
• No meetings held and nothing to report at this time.

President’s Diversity Council – Sandra Cornell
• No updates submitted.

President’s University Leadership Council - Peter Garvin
• There were conversations about the 2018 Healthcare Offering Proposal which has already been shared with the community, talk of speaker series being led by Professor Doug Williams, communications about the Operational Excellence Program Budget Model Phase 2 and general discussions about best practices for communicating communications with the university community with some inquiry into what is best way to communicate with students

Sustainability Council – Delia King
• No meetings held and nothing to report at this time.

Tobacco Free Workforce – Ellen Weis
• No updates submitted.

Board of Trustee Committees

Academic Affairs – Alexis Bruce-Staudt
• Committee has not met since September 2017

Development – Cyn Wise
• Committee has not met since September 2017

Business and Administrations – Sue Stevens
• Committee has not met since September 2017

Marketing and Branding – Rhonda Arl
• Committee has not met since September 2017

Mission and Identity – Amelia Blanton Hibner
• Committee has not met since September 2017
## SAC Meeting Attendance Report

**October 19, 2017**

### Live Meeting Attendees:

1. Baker, Natasha
2. Barrale, Mary Ann
3. Blanton Hibner, Amelia
4. Butler, Christina
5. Colyott, Judith
6. Cornell, Sandra
7. Dill Garvin, Debbie
8. Edwards, Loretta
9. Elbe, Kari
10. Garvin, Peter
11. Goedeker, Brooks
12. Grant, Tammy
13. Miller, Kirsten
14. Millinger, Rachel
15. Myers, Samantha
16. Newell, Jana
17. Olwig, Matt
18. Pereira, Mary Lou
19. Reeves, Michael
20. Robinson, LaVerne
21. Sahaida, Amanda
22. Schmidt, Erin
23. Spicer, Sharon
24. Stengel, Carol
25. Stevens, Sue
26. Stites, Rita
27. Stumpf, Joe
28. Tabb, Iris
29. Tinge, Steve
30. Vogel, Stephanie
31. Walker, Kine
32. Walton, Regina
33. Weis, Ellen
34. Wells, Leslie
35. Wise, Cyn
36. Wolf, Kathleen
37. Wright-Gully, Sherry

### Live Meeting - Guests:

1. Tonya Vernon

### Fuze Attendees - Members:

1. Anstoetter, Emily
2. Avett, Charlotte
3. Beaty, Joan
4. Bruce-Staudt, Alexis
5. Bryan, Kristina
6. Cook, Mary
7. Dalton, Joan
8. Filla-Taylor, JoAnn
9. Gallina, Tonya
10. Gambill, Sandy
11. Ganey, Susan
12. Glauber, Beth
13. Hoffarth, Pat
14. Jackson, Pamela
15. Leslie, Kevin
16. Linnenbrink, Katie
17. McCarthy, Adrienne
18. McCaw, Shawn
19. Osmack, Patricia
20. Passow, Jessica
21. Pearson, Denise
22. Roba, Allison
23. Schneider, Colleen
24. Schwartz, Dawn
25. Smith, Ann
26. Thatcher, Zack
27. Toretta, Susan
28. Wamser, Virginia
29. Wolff, Meme

### Fuze Attendees - Guests:

1. Buganski, Anne
2. Feldman, Trisha
3. Osipova, Yelena
200-Years-In-One Challenge Talking Points

200-Years-In-One Challenge celebrates SLU’s bicentennial not by looking back, but by giving back.

The SLU community (and anyone else who would like to participate) aims to donate 200 years of service — 1.75 million hours (the number of hours in 200 years) — in one year.


Faculty, staff, students and participants from around the world are invited to download a special app that will help them track their volunteer and service hours.

Once submitted, these volunteer hours will be added to the running total on a large illuminated clock at the southeast corner of Grand and Lindell Boulevards, across from St. Francis Xavier College Church.

The clock will update in real time as hours are submitted.

The app will be available through the Apple App Store and Google Play. In addition, you can also submit volunteer hours online at slu.edu/200years.

SLU’s bicentennial service clock will be launched officially during a special event at 3:30 p.m. Tuesday, Nov. 14. The app will be available for download that day, too. We hope you will attend.
Call to Order and Reflection: Peter Garvin

Reflection: by Melody Beattie

“Gratitude unlocks the fullness of life. It turns what we have into enough, and more. It turns denial into acceptance, chaos to order, confusion to clarity. It can turn a meal into a feast, a house into a home, a stranger into a friend. Gratitude makes sense of our past, brings peace for today, and creates a vision for tomorrow”

Minutes: Review and approve minutes from the October 19, 2017 meeting – Approved.

Announcements:

Blue Santa – Jim Greathouse, Human Resources

Toy Drive is on December 12th and 13th (Tuesday and Wednesday). Need unwrapped toys for children ages 4-12. Last year we collected around 3,000 toys. Shriners lost many toys in the fire last night (11/16/17), so we are trying to double that this year! You can sign up your department for a pickup schedule (https://www.slu.edu/news/announcements/2017/november/blue-santa-returns.php). You can also drop off at DuBourg 201 with Regina Walton.

Pete Garvin – Chair, Staff Advisory Committee
1. Reciprocal parking in Laclede Garage is not valid today. We will be addressing this.
2. December 21, 2017 – Next SAC Meeting, lunch provided! Holiday Party-Allied Health Profession Building, Multi-Purpose Room, 12:15 – 1:30 pm
3. Let Executive Committee know if you have suggestions for individuals to speak at
4. Sunday, April 15, 2018 – Bicentennial 5K Run & Family Fun Walk
   a. Will need volunteers
   b. Benefits will go to University’s Helping Our Own fund
   c. 250 Vitality points!

Monthly Spotlight:
**Katie Hoff** - Organizational Effectiveness Specialist, Human Resources, Learning & Development – Power of One Reflection

1. Summary of John O’Leary’s talk on September 26, 2017:
   a. Do you live your life as a victim or a victor?
   b. O’Leary was in a tragic accident as a child, with burns on 100% of his body. Was not expected to live, much less to go on to accomplish what he has.

2. Jim Greathouse personal reflection:
   a. Questions that O’Leary posed – Why me? Who cares? What more can I do? - as these relate to his personal experience and life.
   b. Encouraged SAC to take time to thank others, particularly for the small efforts people make; look for the positive and not let negatives keep us down.

3. Pete Garvin personal reflection:
   a. Highlighted that O’Leary’s message, the Power of One, is one consistent with the University’s mission. Must live our lives with the recognition of the dignity of others and live our lives in a way consistent with this message.
   b. For staff specifically – it can be tough and we can feel underappreciated. But keep it up! Concerns about HR or TEAM not working with us – we have to work together with these individuals and offices to help turn this culture around.

4. Katie Hoff encouraged us to reconsider the questions of Why me? Who cares? and What more can I do? – When we ask these in a negative way, it leaves us feeling stuck and full of despair. However, if we flip these questions, we consider and focus on our gratitude.
   a. Magis is not about quantity, but about the quality of the impact that we make.
   b. Provided time and space for SAC attendees to consider O’Leary’s questions and discuss them together.

5. All SAC members are encouraged to use the John O’Leary event Reflection Guide and corresponding handouts to facilitate continued conversation around his message with colleagues!

**University Updates:**

**Jeanna Murphy** – HRIS Analyst, Human Resources - Organizational Charts Updates

1. During the Operational Excellence Program, a request was made to make organizational charts available to SLU community. HR took this suggestion and made it happen.
2. Organizational charts went live on November 1, 2017
3. To access:
   a. MySLU.slu.edu
   b. Go to the tools tab
c. Under all Tools, click on the University Org Charts Icon

d. Will take you to Google Site that has them that are organized by levels

4. If you find that there are updates, work with your business manager who will work with Human Resources.
5. These will be updated quarterly (July 1, October 1, January 1, April 1)
6. Acknowledge that charts are currently formatted differently, but HR is working to format them all the same

Laverne Robinson – Program Director, Stewardship – SLU One Day Giving Challenge
1. Manages faculty and staff initiatives
2. Kicked off today a new giving initiative for the one day giving challenge, #OneDayOneSLU
   a. Started planning this 6 months ago, and reached out to Pete – Pete Garvin and Debbie Dill-Garvin will give $1,818
   b. Focus is not on a dollar amount but rather the amount of people we are engaging
   c. Staff and faculty were the first group to reach their goal! Have 69 faculty and staff who have given to the fund!

Questions:

Service Clock
   1. App is a little buggy, but should be fixed. Laura Geiser is the go to contact for this!

Concluding Notes:

Cura:  SLU Sparks – Jim Greathouse, A.K.A. “Blue Santa” – Congratulations to Jim Greathouse, Learning & Development, who received a SLU Spark! Jim was recognized by Debbie Dill Garvin, Stewardship, for serving others.

“Jim is always available to help people who have questions regarding software programs or if they need assistance with creating different files. He makes time to help people even if he is in the middle of a project. He goes above and beyond to assist in helping with the issue or project and coming up with a solution. He always has a great attitude and makes you laugh along the way. He is an asset to the University and shows compassion toward others.”

Next Meeting:  Thursday, December 21, 2017 (Holiday Party-Allied Health Profession Building, Multi-Purpose Room, 12:15 – 1:30 pm)

Adjournment:  Peter Garvin
Staff Advisory Committees and Representatives – 2017-2018

Staff Advisory Sub-Committees
By-Laws Committee – Kathy Barbeau, Sue Stevens, Elisabeth King, Rita Stites, Cyn Wise
- No update submitted.
Community Outreach – Vacant

Service/Events Committee
Battle for the Boot – Rachel Millinger, Susan Torretta, Kine Walker
- We are currently looking for assistance from someone to take the lead on this initiative. Contact Pete Garvin if interested!
Food Truck Rally – Stacy Mack, Pete Garvin
- With the change in seasons there will likely not be an opportunity to hold another big rally until the spring. Some food trucks may stop by through the next few months, and if they choose to do so, a schedule will be shared.

University Committees
Bicentennial Celebration Committee – Peter Garvin
- There will be a Bicentennial 5K Run and Walk on Sunday, April 15, 2018. All proceeds will go to the Helping Our Own fund. We will need volunteers to make the day successful! See the attached flyer for more details.
Banner Administrative System Review—Brandon McCoy and Helen McCormack
- See notes below.
Campus Recreation Advisory Committee – Robert Pampel
- See full notes below.
Curia Steering Committee – Sue Stevens
- No update submitted.
Faculty/Staff Feedback Survey Task Force – Sue Stevens
- No update submitted.
Magis Operational Excellence Program Steering Committee – Cyn Wise
- No update submitted.
Medical Ad Hoc – Sue Stevens
- No update submitted.
Parking Issues – Elisabeth King and Mathew Campbell
- No update submitted.
President’s Advisory Council – Sue Stevens, Pete Garvin, Cyn Wise*
- Note: members to this committee consist of the past SAC Chair, present SAC Chair, and Chair-elect
- Core Curriculum update was provided by Dr. Nancy Brickhouse, Provost (see attached DRAFT), TEAM Initiative Update by Dr. Kevin Behrns, Dean of the Medical School, and Marketing and Communication Update and discussion on Marketing & Communication by Jeff Fowler, Vice President (see attachment)
President’s Coordinating Council – Peter Garvin
- Note: member to this committee is the present SAC Chair
- No meeting this year as of now.
President’s Diversity Council – Sandra Cornell
- See minutes below.
President’s University Leadership Council - Peter Garvin
- Note: member to this committee is the present SAC Chair
- No meeting since last update.

Sustainability Council – Delia King
- No meetings have been held. No updates to provide.

Tobacco Free Workforce – Ellen Weis
- No update submitted.

Board of Trustee Committees

Academic Affairs – Alexis Bruce-Staudt
- Committee met on November 30, 2017. Update will be provided in next minutes.

Development – Cyn Wise
- Committee met on November 30, 2017. Update will be provided in next minutes.

Business and Administrations – Sue Stevens
- Committee met on November 30, 2017. Update will be provided in next minutes.

Marketing and Branding – Rhonda Arl
- Committee met on November 30, 2017. Update will be provided in next minutes.

Mission and Identity – Amelia Blanton Hibner
- Committee met on November 30, 2017. Update will be provided in next minutes.

Submitted Notes from Committee Representatives

Banner Administrative System Review
SAC Representatives: Brandon McCoy and Helen McCormack

This week there were all day demo presentations by Unit 4, Ellucian (Banner), and Workday. These are the three ERP systems that are being considered to replace our current system. All 3 of these systems run on SaaS (software as a service). SaaS is a form of service that is provided over the internet and includes cloud computing. This means that you would be able to pull these programs up over a browser. Allowing you to access the system from any device with a browser and internet connection. All three of these systems have a greater emphasize on analytics and giving users greater control of data.

Unit 4 supports over 700 colleges worldwide and actually has an office here in St. Louis. Pride themselves with an all encompassed student management. Lightweight program that works well with mobile. Aim to have a 99.8% up time, even including unexpected downtime. Has a chat bot that can assist students and employees can use to interact and make changes with the system. Are currently working to see if they can implement this technology with devices such as Google Home and Amazon Echo.

Ellucian is the same company that our current Banner system comes from. Has a 24/7 support system for IT for any issues that may come. Also usable on all types of devices with a browser and internet connection. Emphasize on moving everything online. Reports come with custom views and search results based on role. Unfortunately I had other work related things going on and wasn't able to spend as much time watching their presentation. But by what I did see, it
looked like there was a familiarity to our current system but with an updated look with modern upgrades.

Workday was the last demo. Workday was created as a primarily HR platform but expanded to Higher Education back in 2014. Even though they have only education been working with higher education in the last few years, they now work with hundreds of universities around the nation ranging from some of the largest public universities to the smallest private universities. Workday is different in a way that instead of integrating many systems together, everything is in the same system that has been built from the ground up instead. One thing that impressed me was that they concentrate on one product. Meaning that they use an all encompassing system that works for all their customers, and when they do updates they update everyone's system with little downtime. This also allows for better concentration for IT support and allows for solutions and templates to be shared between all universities that use this system.

But I do want to note that all three of them mention being able to share solutions with other universities that use their systems. These demos lasted from 9am-3:30pm, so they were quite extensive and I wasn't able to see the entire presentations, although I tried to watch as much as I could. And all three mention that even with the whole day, they are unable to present all the features that are available with their systems. So even though I have noted "x" feature by one system, doesn't mean the others don't have those features also. The differences are in particular features and infrastructure of the actual systems. Although regardless of which system we ultimately end up with, I see these systems as a welcome change that would be a great upgrade to our current system.

Feel free to let me know if you have any questions.
Brandon McCoy

Campus Recreation Advisory Committee, November 16, 2017 Meeting
SAC Representative: Robert Pampel

We spent a majority of the time discussing recent personnel and organizational changes within the campus recreation division as a result of the Magis Operational Excellence Program. Specifically, Eric Anderson highlighted the elimination of two positions (fitness coordinator and accounting assistant) and the impending addition of two new positions (Assistant Director for Health Promotion & Education and a Graduate Assistant). The Assistant Director will manage several of the tasks previously performed by a Program Director, which was housed in a different unit. The Graduate Assistant will serve under the Assistant Director and will manage Billikens After Dark and other wellness programs. Eric also announced the hiring of a new Coordinator for Aquatics and Safety, who will begin employment at SLU the week of November 27.

Eric also shared several updates related to facility maintenance. His unit is currently overseeing several projects in the Simon Recreation Center, including the replacement of 3 HVAC units. One of these is directly above the first racquetball court. The unit could not be lifted
from its current location, so it was dropped into the court and taken out of the facility through the entrance to the court. This major project allows Campus Recreation to replace the entrance with sport glass, which will allow for better security and for a more aesthetically pleasing façade for court 1. Eric hopes to replace the remaining court entrances with sport glass in the future. The other major update concerned construction on the south entrance of the Simon Recreation Center. The purpose of this construction is to redesign the space to place the student worker close to the door and to install a gate system similar to that which exists near the north entrance. These measures will improve the check-in experience and address the problem of non-registered guests sneaking past the check-in desk. Construction is expected to be completed in mid-January. Other maintenance updates include a retrofitting of the air handler unit in the gym (expected during summer 2018), annual re-screening of the gym courts (expected next year), and pool maintenance (draining/re-painting, expected over Winter Break). Due to the fumes associated with pool maintenance, Eric expects the Simon Rec to be closed between December 23-December 30 (or, if necessary, January 2).

The committee also discussed ongoing efforts within the Division of Student Development to evaluate student employees. The Campus Recreation unit piloted an evaluation system last year and intends to continue this year. Due to the size of the staff and the dynamic nature of the schedule, this is a difficult task. Eric shared examples of the evaluation form used during the pilot.

The meeting concluded with an overview of facility usage figures for the previous quarter. In total, there were 94,000 total check-ins during the quarter, 75,000 of which came from students. 6,400 unique visitors contributed to these totals.

President’s Diversity Council (PDC) October 10, 2017 Meeting
SAC Representative: Sandra Cornell

Several questions were presented to the Council:

1) How should the PDC relate to the CTA (Clock Tower Accords)?
   - The PDA should become the core in the “creation of a race, poverty, inequality steering committee,” a concept from one of the actual accords
   - Include advisory, programming and policy-making capacities
   - Map the diversity landscape
   - Hold University executives (VPs) accountable to equity mindedness

2) How should the PDC work to map the future of diversity, equity and inclusion at the University?
   - A SWOT analysis was conducted. The results were summarized as a need for structural change around diversity, equity and inclusive policy-making at SLU.

3) What should be the Council’s process for decision-making and moving forward?

President’s Diversity Council (PDC) November 9, 2017 Meeting
SAC Representative: Sandra Cornell
A more in-depth analysis of how to map the diversity landscape leading to a pathway of equity was discussed. The process of awareness, understanding and transformation at Saint Louis University was reviewed on individual, department and institutional levels.

**Live Meeting Attendees:**

1.) Anstoetter, Emily  
2.) Arl, Rhonda  
3.) Baine, Jennifer  
4.) Beaty, Joan  
5.) Blanton Hibner, Amelia  
6.) Cawein, Lauren  
7.) Cornell, Sandra  
8.) Davis, Lauren  
9.) Dill Garvin, Debbie  
10.) Franey, Jenni  
11.) Frazer, Mary  
12.) Garvin, Peter  
13.) King, Delia  
14.) Mack, Stacy  
15.) Masters, Beth  
16.) McCaw, Shawn  
17.) Myers, Samantha  
18.) Pereira, Mary Lou  
19.) Robinson, LaVerne  
20.) Schneider, Colleen  
21.) Stevens, Sue  
22.) Stites, Rita  
23.) Thatcher, Zach  
24.) Walton, Regina  
25.) Weis, Ellen  
26.) Wells, Leslie  
27.) Wise, Cyn  
28.) Wolff, Meme  
29.) Zimmer, Cathy  

**Live Meeting - Guests:**

None

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**Fuze Attendees - Members:**

1.) Bauman, Sara  
2.) Bolinger, Karen  
3.) Bruce-Staudt, Alexis  
4.) Dalton, Joan  
5.) Donaldson, Cathy  
6.) Dorsey, Ashlee  
7.) Edwards, Loretta  
8.) Fiala, Kellisa  
9.) Gallina, Tonya  
10.) Hoffarth, Pat  
11.) Lay, Genise  
12.) McCormack, Helen  
13.) Miller, Kristen  
14.) Osipova, Yelena  
15.) Osmack, Patricia  
16.) Rakers, Carie  
17.) Roba, Allison  
18.) Sevener, Natalie  
19.) Tinge, Steve  

**Fuze Attendees - Guests:**

None
Staff Advisory Committee  
Saint Louis University

Minutes from Thursday, January 18, 2018
Busch Student Center, Saint Louis Room – Noon -1:15 pm

Call to Order and Reflection: Peter Garvin

Reflection: by Henry Ford

“Coming together is a beginning. Keeping together is progress. Working together is success.”

Minutes Approval: Approved minutes from the November 16, 2017 meeting

Meeting Attendees: Listed on last page

Announcements:

1. Patrick Sly, Vice Chairman of Saint Louis University’s Board of Trustees
   a. He wished everyone a Happy New Year, semester and 200th anniversary.
   b. He gave an overview of his connection to Saint Louis University.
      i. He graduated from SLU mid-1970s.
      ii. His father was a 1941 graduate.
      iii. His daughter is a 2002 graduate.
   c. Mr. Sly stated that he, “is here to thank everyone for everything they do for the university.”
      i. He stated that he has had a passion for the school for many years.
         He really enjoys the committee meetings because of the representation of the staff and faculty. Mr. Sly stated that the trustees are very appreciative of everything we, the staff, do for the University. Trustee committees discuss such topics as compensation and benefits; university programs and policies.
   d. Mr. Sly was part of the Magis committee and understands that we went through painful reduction in force. He stated that he wanted the staff to know how appreciative he was of how it was handled throughout the university.
   e. Mr. Sly stated that the University is in really good shape. He is proud to be part of this university. Mr. Sly represents the trustees on the bicentennial committee. He can’t tell us how thankful they are for everything we do for the university.

2. Pete Garvin, SAC Chair
   a. Bicentennial 5K Run and Family Fun Walk
      i. Proceeds will benefit Helping Our Own Fund
ii. Sunday, April 15, 2018 at 8am
iii. Register before March 24th for $25 registration fee!
iv. 250 Vitality points for participants
v. [http://www.slu.edu/bicentennial/events/bicentennial-5k.php](http://www.slu.edu/bicentennial/events/bicentennial-5k.php)
b. Introduction of Fr. David Suwalksy, SJ, Director of Academic Initiatives
   i. Noted that his presence is a gift of the Marchetti Fund
   ii. Will be working with the Office of Mission and Identity

**Monthly Spotlight:**

**Dr. Fred Pestello, President, State of the University Presentation**

1. Dr. Pestello thanked Mr. Sly for coming and representing the board.
   a. He is exemplary as a trustee. Dr. Pestello echoed Mr. Sly’s thanks for everything the staff do.
2. He stated the students have a great appreciation for the staff and everything we do for them.
   a. Dr. Pestello stated that we have two critical populations, students and patients. He stated that he was giving the same presentation that gave to the University Leadership Council, President’s Advisory Council and faculty senate.
3. Dr. Pesello started his presentation by looking at where we have been.
   a. Last year we went through a reduction in force. Those reductions were painful but necessary.
   b. Our organization is in need of change. There is no arguing with the financial data. We heard it loud and clear in the 2014-2015 year of strategic planning. We must become the organization envisioned in the strategic plan.
   c. We do not want a repeat of last year. We need money to invest in our people and priorities.
   d. Requirements:
      i. We must hold the line on expenses. We must follow through with multi-year reductions. We must find ways to grow revenue. We must breakdown silos and spur innovations. We must thoughtfully and intentionally create our future. Tuition revenue has been flat since FY 2013 to FY 2017 and headcount (excluding 1818) has been trending down – problematic as we are reliant on net tuition revenue as our primary source of income.
      ii. Until and unless it grows we can’t invest in anything.
4. The five strategic planning initiatives: excellence in research, education and health care.
   a. We want to be market leaders. We want to be a leading catalyst, innovator and entrepreneur in all that we do. We want to foster a culture of excellence, effectiveness, and efficiency deeply rooted in our institutional mission and Catholic, Jesuit Values.
   b. We went through our diagnostic phase for growing revenue and addressed the following questions:
      i. What are sources of additional revenue and growth?
      ii. How do we maximize the value we create and the impact we have through our investments in faculty and the research enterprise?
      iii. What opportunities exist to improve the way we provide administrative support and infrastructure to the University?
      iv. How can we improve our management capabilities to become more nimble and innovative?
      v. What are the consequences of not changing?

5. The Big Picture. Sundar Kumarasamy’s Presentation to the PCC and Deans in December 2016.
   a. Our key source of revenue is based on tuition. However, there are challenges with this:
      i. There is a decline in high school graduates
      ii. As we grow our at-risk populations, we struggle to retain those students.
      iii. Families are under financial stress since the recession
      iv. There is increased competition for merit aid and competition among other institutions that are dropping their prices drastically.
         1. More sophisticated, debt-averse families, struggling private competitors, shrinking demography, declining family incomes, federal and state policies/funding levels, growing public university competition, growing price transparency → all results in pressure
   b. How do we respond?
      i. Everyone is trying to expand the application pool and extend our reach.
      ii. As we continue to move forward, we are seeing students doing more price shopping. Challenges with unsustainable discounting and high academic support costs
   c. We must innovate!
      i. Why Innovate: How effective is the link between innovation and
your organization’s strategy? Are you pursuing the right innovation targets?

ii. What results we achieve: Do you have the right projects in your project pipeline? What’s in your strategic innovation portfolio today? What should be?

iii. How to Innovate: How effective is your innovation process? Is it compatible? Are key steps missing? Is it accessible, understandable, and systematic?

iv. Who Innovates: How effectively are the people in your organization engaged in the innovation process? What can be done to make innovation easier for everyone?

v. Where We Innovate: Do you have the right tools in place to support innovation? Are you using the right mix of inside and outside resources?

d. Look at sectors being affected – Uber, AirBnB, Facebook, edX.

e. How do we differentiate ourselves? The electric light did not come from the continuous improvement of candles! Have to think differently!!

   i. We must - Eliminate, reduce, increase, create (ERIC).

5. We have:

   a. Continuing initiatives
   b. Transforming SLU initiatives.
   c. Bicentennial
   d. Climate and culture
      i. Feedback survey coming this spring
      ii. Advanced to have results back sooner
   e. Clock tower accords
   f. HLC accreditation – interim report to be delivered this fall
   g. Mission and identity – this is why everyone is here. This is our distinction.
   h. Research and scholarship – has to turn around. Rethink how we are doing things.
   i. Medical Enterprise: SLU Care, LCME, Access and partnership with SSM and Health Care

6. We have:

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7. Transforming SLU – There is a set of 5 initiatives – a multi-dimensional conversation about our future.

   a. Establishing a university-wide core curriculum
      i. Provost Brickhouse is creating a distinctive and shared undergraduate experience – something that is our unique,
Catholic, Jesuit, SLU stamp!

b. Growth through new and expanded programs
   i. New and expanded academic programs
   ii. Fr. Justin Daffron leading this.

c. Preparing for the next decade
   i. What is the future of higher education? What forces are in play and how do we adjust to them?
   ii. Community conversations about changes in higher education
   iii. Doug Williams leading this
   iv. See the website for more information:

d. Planning for buildings/space
   i. The campus master plan and 353 Redevelopment Plan
   ii. David Heimburger and Michael Lucido leading
   iii. How do we develop the campus we need for the next 5, 10, 15, 20 years? Not just on campus, but in the entire area.
   iv. See website for more information:

e. Operational effectiveness
   i. Under the MOEP leadership, Eric Armbrech and Libby Gallogly
   ii. The purpose is how do we deliver on our promise.
   iii. Creating a culture that is entrepreneurial
   iv. How do we deliver on our mission?
   v. Very comprehensive
   vi. Check the website for updates: https://www.slu.edu/operational-excellence/improvement-focus-areas.php

8. Dr. Pestello presented a slide of the MOEP.
   a. This was followed by a slide on the budget and the challenges we face financially.
   b. Tuition fee line is the most important line.
      i. Essentially tuition dollars have been flat, but we have been increasing expenses.
      ii. Our revenue and expense lines crossed in FY 15 and that is when we increased the endowment spend for 1 year.
   c. We had to go through reductions to get to a balanced budget.
   d. It is critical that we follow through with these initiatives, so we have the money we need to transform our university, so we do not go through what we did a year ago.
9. Q&A with Dr. Pestello and Senior Team:
   a. Will there be a merit increase this year?
      i. Pestello: It is our hope that we will give merit increases. Ultimately it depends on our units to meet their reduction targets they were given and agreed to last year. We need to continue to change our trend lines. If we can do that, it is hoped that we will have a merit increase this year.
   b. Do you consider us in a budget crisis?
      i. Pestello: We are in better shape than many private universities. Many smaller private institutions with low endowments are likely going to need to close or merge. We have a relatively large endowment, but we can’t afford to be stagnate – we have to worry. We are in relatively good shape compared to most. We are challenged, but we are in a stronger position than some others. Budgetarily challenged, as is most everyone, but we are in a stronger position than some.
   c. Given the current outlook of the White House and international affairs is that creating a challenge for bringing in international students? Is this a concern? Are we seeing any issues with that?
      i. Pestello: Other college presidents are also worried about this. We have seen a down turn of Chinese students. We are doing better than most INTO schools now, but becoming more challenging. China is investing in their own institutions. Other countries are making it more attractive to study there. National policies not making it attractive to come and study in the United States.
   d. Will SLU offer employees child care services on campus in the near future?
      i. Pestello: That is expensive to do. Dr. Pestello said he was part of starting up the program in Dayton. It was difficult and costly – it far exceeded costs. Early child care is very expenses, in part because of the ratios. Employees can’t afford what it truly costs to offer that care. Would project that if we were to do that, it would have to be built in as an expense to the budget and didn’t think our budget can absorb that.
   e. Employee of Pius Library. It has been going on 3 years since they put an Einstein’s Restaurant in the library without ventilation and the plumbing was not updated. There is an ongoing issue with a really foul sewer gas smell that come and waft in to the circulation area. They have asked multiple times but have not had anyone to respond to these issues.
Students are commenting on this and are unsure what to tell them.

i. Pestello: This is the first that he has heard of it.

ii. Mike Lucido: This is the first he has heard of it as well. He will look into it and get back to the employee.

f. Do you ever foresee staff having free parking?

i. Dr. Pestello: I suspect that parking is a significant form of revenue.

ii. David Heimburger: We receive about $5.5 million in revenue is from parking each year. About half from students, half from faculty and staff. There is no plan for a price increase over several years and have no plans to increase parking prices. We benchmark with other parking venues, were more expensive 5 years ago, have left flat. We used to increase price every three years (3% each year). It costs $15,000 per space in parking garages. We talk about it every year, but we will not increase it any time soon. Elimination is not feasible in the short term.

g. I went to the lecture last night at Cook School of Business and looking at information from prior lectures on the future of higher education. Data on undergraduates has been presented. Where do you see graduate students and them being supported by corporations? Is that pool growing, stagnate, reducing?

i. Pestello: It would be very difficult to build the net-tuition from the traditional, full-time undergrad population. The growth needs to come from graduate, adult and non-traditional, certificate students. Dr. Brickhouse is working with the deans to develop strategies. Where outside of traditional markets can we provide education and capture populations.

ii. Fr. Daffron: One example is a partnership agreement that allows us to provide the ABSN program in a hybrid format to allow nurses to train. In the final negotiations. We will use the expertise of other partners and enter into more partnerships. Trying to do this all alone is not going to be the way forward, need to use the expertise of others.

h. Will the staff affected by the TEAM initiative be given the same severance package as those impacted by MOEP? EPIC analysts were told their positions would be assumed by SSM, but if they didn’t accept they wouldn’t have a position.

i. Dr. Behrns: For the TEAM Initiative, we are looking at ways to deliver care efficiently and looking at processes that need to be
standardized. We do not have enough data to move forward at this point. However, when we do, data will be brought to SAC. We anticipate that in the next 2-4 weeks to want to sit down about how to approach this.

ii. Mickey: No decisions have been made about severance packages, we are premature on this. I envision that it would be something similar to what was offered with MOEP. We are committed to treating people consistent with our values, principles, and mission. We will share when we have information and know that certain decisions have to be made – it is too premature right now. Concerning the transition of staff to SSM - it is not appropriate for Mickey to comment. The question generally relates to the offering of severance. Spoke to the philosophy used to approach this, same one used in March. Severance is intended to help people bridge the gap to their next role. Position was that if we had another role for that person, we would offer them that and not severance as there is an opportunity for them to stay. That allowed us to use the resources to enhance the severance offerings to those who did not have another position offering when they left. These were comparable positions

iii. Dave Heimburger: Regarding the single instances of EPIC, we entered into an agreement with Tenet, which owned the hospital facilities, bought the hospital, and then transferred sale to SSM. At time of transaction to SSM, we identified many synergies between SLUCare and SSM. One of the opportunities focused on a joint instance of EPIC that allowed for opportunities and gains.

iv. Kyle: EPIC is the electronic healthcare record system SSM and SLUCare will use. We are actively working at changing out this system by April, a very quick timeline. The individuals being discussed will be working for SSM, but will be supporting SLU.

v. Dr. Behrns: There are many benefits to patient care using EPIC. Having a single instance will allow one registration, one record for the physicians. Current doctors have to go into two systems which generates errors and uses physicians time. This is why we are moving forward with that approach

i. Noticed that the MOEP co-chairs have changed. Looking for explanation of when and why that occurred; didn’t remember an email notification going out about this. Are there updates for design and initiative teams, specifically academic advising design team proposal. Know advising
community is waiting for update as to how that proposal was accepted.

i. Dr. Pestello - Overall structure has not changed. Dr. Brickhouse and Dave Heimburger have not changed – are still the leads. But now having the team Libby, Eric and Doug Williams, present to President’s Cabinet.

ii. Eric – We will be in touch with the advising committee soon. There are 3 chunks that we will be working on in January and February around advising: 1) technology that modernizes the student experience to interact with advising system (we are currently way behind on where technology is on this. Jay Haugen is working on what types of technology platforms we should pursue. By Fall 2018 want to have new technology for students. Implementation team will be put together to meet student and advisor needs); 2) Career counseling and support. We have two shops around career advising for students (Business school and in the BSC). Fr. Daffron will be talking with the career and advising staff on what should a career service system for the students look like and make it high profile. Also need to consider how career services connect to alumni network – our footprint is large here; 3) advising itself – it was recommended that we have assistant provost role to unify and provide career support for advisors across the University, however we do not have a budget for it. Career ladders will be talked about in the spring.

10. Dr. Pestello concluded by thanking everyone for being here and their contributions to making the university as wonderful as it is.

Mickey Luna, VP of Human Resources, Update to Parental & Caregiver Leave Policy

1. The purpose of the new policy is to give parental leave for new parents so that they have time to bond with their child.
2. Current Policy: FMLA gives 12 weeks. Employees can use sick and/or vacation time to be paid during that time. However, wanted employees to have paid leave while gone and can return to leave time.
3. Mission centered, both Catholic and Ignatian, policy that demonstrates our commitment to families.
4. Policy Takes Effect March 1, 2018
   a. Parental Leave Policy:
      i. Full-time staff after one year of service can take up to three weeks
of paid parental leave
ii. Full-time staff with two or more years of service can take up to six weeks paid parental leave based on years of service
iii. Applies to adoptions
iv. Paid time off supplements available sick and vacation time

b. Caregiver Leave Policy:
   i. Staff can use up to 40 hours of their accrued sick time as sick-caregiver hours for a family member or person living within household, per calendar year
   ii. Staff can request an additional 40 hours of sick-caregiver leave for a total of 80 hours per calendar year
      1. Removes previous discretion that was given to supervisor for a second week
   iii. Staff can report sick-caregiver hours for FMLA-qualifying reasons for an eligible family member.
   iv. Sick-caregiver hours can be used consecutively or intermittently
   v. Expanded categories of who one can be a caregiver for.
      1. Formerly included parent, spouse, son, daughter
      2. Now includes parent, parent-in-law, step-parent, spouse, son, step-son, daughter, or step-daughter

5. Full Policy available here: https://www.slu.edu/human-resources-home/staff-parental-leave-policy

6. Expressed gratitude to Staff Advisory Committee Executive Team who pushed for the policy and many HR team members who worked on this policy.

7. When introduced to the President and University Leadership Council there was 100% support for this.

Cura:  SLU Sparks – Ryan Baker – Congratulations to Ryan Baker, Senior Multimedia Support Analyst, who received a SLU Spark! Jim was recognized by Jim Greathouse of Learning and Development for serving others and pursuing excellence.

"On Thursday, October 19, HR Learning & Development hosted the annual conference of the Association for Talent Development, Saint Louis Chapter (ATD St. Louis). There were several presenters in various breakout groups who needed tech assistance as well as the general sessions. Ryan made sure he was available for all the events, scrambling at the last minute to resolve technical needs people would request. He was never more than a phone call away and arrived within minutes to resolve any issues. His dedication to Serving Others as well as he desire for Pursing Excellence is a true example of what the SLU Sparks program is designed to recognize. Thank you Ryan for
making sure all the technical needs were so quickly resolved.

**Next Meeting:** Thursday, February 15, 2018 (Schwitalla Hall, Lecture Hall #1, 12:15 – 1:30 pm)

**Adjournment:** Peter Garvin
Staff Advisory Committees and Representatives – 2017-2018

Staff Advisory Sub-Committees
By-Laws Committee – Kathy Barbeau, Sue Stevens, Elisabeth King, Rita Stites, Cyn Wise
Community Outreach – Vacant

Service/Events Committee
Battle for the Boot – Rachel Millinger, Susan Torretta, Kine Walker
Food Truck Rally – Stacy Mack, Pete Garvin

University Committees
Bicentennial Celebration Committee – Peter Garvin
Banner Administrative System Review—Brandon McCoy and Helen McCormack
Campus Recreation Advisory Committee – Robert Pampel
Cura Steering Committee – Sue Stevens
Faculty/Staff Feedback Survey Task Force – Sue Stevens
Magis Operational Excellence Program Steering Committee – Cyn Wise
Medical Ad Hoc – Sue Stevens
Parking Issues – Elisabeth King and Mathew Campbell
President’s Advisory Council – Sue Stevens, Pete Garvin, Cyn Wise
President’s Coordinating Council – Peter Garvin
President’s Diversity Council – Sandra Cornell
President’s University Leadership Council - Peter Garvin
Sustainability Council – Delia King
Tobacco Free Workforce – Ellen Weis

Board of Trustee Committees
Academic Affairs – Alexis Bruce-Staudt
Development – Cyn Wise
Business and Administrations – Sue Stevens
Marketing and Branding – Rhonda Arl
Mission and Identity – Amelia Blanton Hibner
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Staff Parental Leave Policy

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- Full-time staff with two or more years of service can take up to six weeks paid parental leave based on years of service.
- Applies to adoptions
- This paid time off would supplement available sick time and vacation time
- Policy implementation - 03/01/18
Caregiver Leave

- Staff can use up to 40 hours of their accrued sick time as sick-caregiver hours for a family member or person living within household, per calendar year.
- Staff can request an additional 40 hours of sick-caregiver for a total of 80 hours per calendar year.
- Staff can report sick-caregiver hours for FMLA-qualifying reasons for an eligible family member.
- Sick-caregiver hours can be used consecutively or intermittently.
Sick-Caregiver Policy

7.4 Caregiver Leave
To respect each staff member’s own commitment to family responsibilities, the University will allow staff members to use up to ten (10) days of accrued sick leave per calendar year, for the illness of an immediate family member, (parent, parent-in-law, step-parent, spouse, son, step-son, daughter or step-daughter) when the staff member’s presence and assistance is necessary.

Additional time off may be requested, consistent with the Family and Medical Leave Act of 1993 and the University policies on vacation and leaves of absence.

- Proposed changes are highlighted in red and italicized; the household requirement is removed.
- Retains last paragraph referencing FMLA.
Staff Advisory Committee

January 18, 2018

(Modified from University Leadership Council presentation on August 17, 2017, the Faculty Senate presentation on August 29, 2017 and the President’s Advisory Council on September 13, 2017)
Last year’s reductions were painful but necessary.
Our organization is in need of change.

There is no arguing with the financial data.

We heard it loud and clear in the 2014-2015 year of strategic plan conversations.
We must become the organization envisioned in our strategic plan.
We do not want to repeat last year – another reduction in force.

We need money to invest in our people and priorities.
We must hold the line on expenses.

We must follow through on multi-year reductions.
We must find a way to grow revenue.

We must continue to break down silos and spur innovation.
We must thoughtfully and intentionally create our future.
Tuition Revenue has been flat FY13 to FY17 and Headcount (excluding 1818) has been trending down
Our *Magis* strategic plan sets the stage for change

The Five Strategic Planning Initiatives

**Initiative One:** Being a National Exemplar of Transformative Educational and Research Excellence

**Initiative Two:** Being a Market Leader in Health Promotion and the Highest Quality Medical Care

**Initiative Three:** Being a Leading Catalyst for Groundbreaking Change in the Region, the Nation, and the World

**Initiative Four:** Being an Innovator and Entrepreneur in All That We Do

**Initiative Five:** Fostering a Culture of Excellence, Effectiveness, and Efficiency Deeply Rooted in Our Institutional Mission and Catholic, Jesuit Values
Our diagnostic phase tackled challenging questions to identify focus areas for improvement  
(MOEP August 2016)

1. What are sources of additional revenue and growth?

2. How do we maximize the value we create and impact we have through our investments in faculty and the research enterprise?

3. What opportunities exist to improve the way we provide administrative support and infrastructure to the University?

4. How can we improve our management capabilities to become more nimble and innovative?

5. What are the consequences of not changing?
The Big Picture
Sundar Kumarasamy’s Presentation to the PCC & Deans December 2016

Strategy
Differentiation
Value

Select Slides
What Got Us Here Won’t Get Us There
Revenue “Tailwinds” Can’t Be Relied On Going Forward

Source: Education Advisory Board (May 28, 2013): Future Students, Future Revenues
More Sophisticated, debt-averse families
Struggling Private Competitors
Shrinking Demography
Declining Family Incomes
Federal and State Policies/Funding Levels
Growing Public University competition
Growing price transparency
How We’re Responding

Delaying the Demographically Inevitable

**Running to Stay in Place**
Deploying the Entire “EM Playbook”

- Better articulate the college’s brand
- Better calibrate discounting
- Expand recruitment to far-flung states
- Increase applicant pool

**Ruinous Competition**
Weaker Pricing, Escalating Support Costs

- Flight to Quality
- Price Shopping Across Income Levels
- Higher Academic Support Costs
- Unsustainable Discounting

- Nationalized Recruiting
- Everyone Trying Everything
- Net Price Transparency

Source: Education Advisory Board (May 28, 2013): Future Students, Future Revenues
HOW TO INNOVATE: How effective is your innovation process? Is it compatible? Are key steps missing? Is it accessible, understandable, and systematic?

WHAT RESULTS WE ACHIEVE: Do you have the right projects in your project pipeline? What’s in your strategic innovation portfolio today? What should be?

WHO INNOVATES: How effectively are the people in your organization engaged in the innovation process? What can be done to make innovation easier for everyone?

WHERE WE INNOVATE: Do you have the right tools in place to support innovation? Are you using the right mix of inside and outside resources?

WHY INNOVATE: How effective is the link between innovation and your organization’s strategy? Are you pursuing the right innovation targets?

http://www.innovationlabs.com/innovation-services/
How Do We

Create  Deliver  Capture

VALUE?
Alibaba, the most valuable retailer, has no inventory.

Uber, the world’s largest taxi company, owns no fleet.

AirBnb, the largest accommodation provider owns no real estate what-so-ever.

Facebook, the most popular media owner, creates no content.

edX creates no courses, owns no campuses or hires no faculty.
The electric light did not come from the continuous improvement of candles.

-Oren Harari
I. Continuing Initiatives

II. Transforming SLU Initiatives
Continuing Initiatives

- Bicentennial
- Climate and Culture
- Clock Tower Accords
- HLC Accreditation
- Mission and Identity
- Research and Scholarship
- The Medical Enterprise: SLUCare, LCME, Access and Partnership with SSM and Health Care
Transforming SLU
Transforming SLU
a multi-dimensional conversation about our future . . . .

Five major inter-related initiatives:

• Establishing a university-wide core curriculum
• growth through new and expanded programs
• Preparing for the next decade
• planning for buildings/space
• operational effectiveness
In spirit and purpose, Transforming SLU is about . . .

Mission

Academic excellence

Distinctiveness

Growth

It is about how we may achieve the critical goals of our *Strategic Plan*. 
Having finished the largest cost savings initiatives in FY17, we focus on revenue growth and process improvement in FY18.

<table>
<thead>
<tr>
<th>Revenue</th>
<th>FY17 60% of value</th>
<th>FY18 80% of value</th>
<th>FY19+ 100% of value</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Sponsored programs</td>
<td>Undergrad yield</td>
<td>Alumni giving</td>
</tr>
<tr>
<td></td>
<td>Undergrad yield</td>
<td>Summer enrollment</td>
<td>Commuter meal plans</td>
</tr>
<tr>
<td></td>
<td>Industry Partnerships</td>
<td>Fees</td>
<td>Undergrad differential pricing</td>
</tr>
<tr>
<td></td>
<td>Residence hall occupancy</td>
<td>Graduate pricing</td>
<td>Online offerings</td>
</tr>
<tr>
<td></td>
<td>Graduate pricing</td>
<td>Athletic ticket prices</td>
<td>Retention</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Cost</th>
<th>Organizational redesign</th>
<th>Academic reinvention</th>
<th>Utilities</th>
<th>Facilities</th>
<th>Procurement</th>
</tr>
</thead>
</table>

<table>
<thead>
<tr>
<th>Process</th>
<th>Travel</th>
<th>Budget model redesign</th>
<th>Ways of working</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Graduate admissions</td>
<td>Hiring</td>
<td>Facilities processes</td>
</tr>
<tr>
<td></td>
<td>Student advising</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Ongoing value tracking & implementation support
### Operating Revenues and Other Support:

<table>
<thead>
<tr>
<th></th>
<th>FY12</th>
<th>FY13</th>
<th>FY14</th>
<th>FY15</th>
<th>FY16</th>
<th>FY17</th>
<th>FY18 Est</th>
<th>CAGR</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Education &amp; related activities:</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Tuition and fees, gross</td>
<td>385.6</td>
<td>396.3</td>
<td>396.7</td>
<td>403.1</td>
<td>404.9</td>
<td>420.4</td>
<td>430.5</td>
<td>1.85%</td>
</tr>
<tr>
<td>Less: Scholarship allowances:</td>
<td>(118.3)</td>
<td>(126.3)</td>
<td>(129.1)</td>
<td>(135.8)</td>
<td>(139.4)</td>
<td>(151.2)</td>
<td>(160.0)</td>
<td>5.16%</td>
</tr>
<tr>
<td>Tuition and fees, net</td>
<td>267.3</td>
<td>270.0</td>
<td>267.6</td>
<td>267.3</td>
<td>265.5</td>
<td>269.2</td>
<td>270.5</td>
<td>0.20%</td>
</tr>
<tr>
<td>Government grants and contracts</td>
<td>47.4</td>
<td>38.3</td>
<td>38.1</td>
<td>34.4</td>
<td>33.3</td>
<td>35.1</td>
<td>34.7</td>
<td>-5.07%</td>
</tr>
<tr>
<td>Contributions and private grants</td>
<td>49.0</td>
<td>45.3</td>
<td>42.4</td>
<td>43.3</td>
<td>27.0</td>
<td>29.7</td>
<td>33.8</td>
<td>-6.00%</td>
</tr>
<tr>
<td>Endowment and other investment income</td>
<td>40.6</td>
<td>40.1</td>
<td>46.2</td>
<td>48.1</td>
<td>55.4</td>
<td>55.5</td>
<td>59.1</td>
<td>6.46%</td>
</tr>
<tr>
<td>Auxiliary Enterprises</td>
<td>49.3</td>
<td>49.5</td>
<td>52.2</td>
<td>50.2</td>
<td>50.6</td>
<td>52.0</td>
<td>54.3</td>
<td>1.62%</td>
</tr>
<tr>
<td>Other</td>
<td>16.4</td>
<td>15.9</td>
<td>15.2</td>
<td>15.0</td>
<td>15.4</td>
<td>16.7</td>
<td>18.4</td>
<td>1.94%</td>
</tr>
<tr>
<td><strong>Total education &amp; related activities</strong></td>
<td>470.0</td>
<td>459.1</td>
<td>461.7</td>
<td>458.3</td>
<td>447.2</td>
<td>458.2</td>
<td>470.8</td>
<td>0.03%</td>
</tr>
<tr>
<td><strong>Patient care</strong></td>
<td>246.4</td>
<td>251.5</td>
<td>270.0</td>
<td>288.1</td>
<td>324.6</td>
<td>341.5</td>
<td>350.9</td>
<td>6.07%</td>
</tr>
<tr>
<td><strong>Total operating revenues and other support</strong></td>
<td>716.4</td>
<td>710.6</td>
<td>731.7</td>
<td>746.4</td>
<td>771.8</td>
<td>799.7</td>
<td>821.7</td>
<td>2.31%</td>
</tr>
</tbody>
</table>

### Expenses:

<table>
<thead>
<tr>
<th></th>
<th>FY12</th>
<th>FY13</th>
<th>FY14</th>
<th>FY15</th>
<th>FY16</th>
<th>FY17</th>
<th>FY18 Est</th>
<th>CAGR</th>
</tr>
</thead>
<tbody>
<tr>
<td>Salaries &amp; benefits (excluding patient care)</td>
<td>282.2</td>
<td>278.4</td>
<td>320.6</td>
<td>302.6</td>
<td>312.0</td>
<td>302.7</td>
<td>308.7</td>
<td>1.51%</td>
</tr>
<tr>
<td>Salaries &amp; benefits - patient care</td>
<td>199.3</td>
<td>204.6</td>
<td>221.1</td>
<td>231.5</td>
<td>248.5</td>
<td>264.5</td>
<td>268.8</td>
<td>5.11%</td>
</tr>
<tr>
<td>Operating Expenses</td>
<td>152.3</td>
<td>153.5</td>
<td>156.2</td>
<td>161.1</td>
<td>181.5</td>
<td>190.2</td>
<td>186.3</td>
<td>3.42%</td>
</tr>
<tr>
<td>Depreciation &amp; amortization</td>
<td>33.8</td>
<td>33.5</td>
<td>34.0</td>
<td>34.8</td>
<td>36.0</td>
<td>38.0</td>
<td>41.3</td>
<td>3.40%</td>
</tr>
<tr>
<td>Interest expense</td>
<td>10.4</td>
<td>10.2</td>
<td>10.1</td>
<td>9.7</td>
<td>10.5</td>
<td>13.5</td>
<td>16.6</td>
<td>8.11%</td>
</tr>
<tr>
<td><strong>Total operating expenses</strong></td>
<td>678.0</td>
<td>680.2</td>
<td>742.0</td>
<td>739.7</td>
<td>788.5</td>
<td>808.9</td>
<td>821.7</td>
<td>3.26%</td>
</tr>
<tr>
<td><strong>Operating Income/(Loss)</strong></td>
<td>$38.4</td>
<td>$30.4</td>
<td>$(10.3)</td>
<td>$6.7</td>
<td>$(16.7)</td>
<td>$(9.2)</td>
<td>$ -</td>
<td></td>
</tr>
</tbody>
</table>

1/ Early retirement program costs of $21.5 included.
Meeting Attendees: See attached report.

ANNOUNCEMENTS...

Announcements

1. Amelia Blanton Hibner — Women’s Commission Announcements
   a. Amelia Blanton Hibner is the Issues Chair for the University’s Women’s Commission. For those of you unfamiliar with the commission, we were established in 1973 and today sponsor programs, provide forums for women’s concerns, and serves as a vehicle for communication about issues and opportunities for women in higher education. If you are a woman at SLU, you are part of the Women’s Commission!
   b. Three things from the Women’s Commission today:
      i. Women’s Commission invites you to attend our Women’s Wellness Series on Thursday, February 22nd (next week!) from 12-1pm in the Allied Health Multipurpose room to discuss strategies for healthy eating and sticking with your 2018 resolutions for the long term.
      ii. We are currently accepting nominations for the annual Women of the Year Luncheon. The luncheon will be April 25th in the Wool Ballrooms of the BSC. All luncheon information can be found on the Women’s Commission website, including nomination criteria. The Women’s Commission asks that you take a moment to think about the incredible women, students, faculty, and staff, that you work with on a day-to-day basis and considering nominating them for
this awarded. Nominations submitted for an individual by a group are accepted as well. Nominations are due March 1st to Kellisa Fiala (kellisa.fiala@slu.edu).

iii. Finally, as part of the University’s Bicentennial, the Women’s Commission and the Department of Women’s and Gender Studies will host “Women at SLU: A Celebration and Silent Auction” on Friday, March 23rd. This event will celebrate and honor the accomplishments of women here at SLU. The event will be held at the SLU Museum, where you can take in the new bicentennial exhibit and enjoy hors d’oeuvres and an open bar. Registration is free, however we ask that you consider a $20 gift when you RSVP. Funds raised will benefit the Sister Shirley Kolmer Memorial Grant, the Women’s Commission grant that financially supports individual leadership development opportunities and community impact projects that advance women, and the Giving Circle Endowment, which provides support to student research in the Department of Women’s and Gender Studies.

2. Dr. Chris Sebelski — Pathways of Leader Self-Efficacy for Women in Higher Education
   a. The purpose of this study is to assess the level of leadership self-efficacy of females – faculty, staff and students – within a higher education environment and to seek to understand the perception of leadership, leadership potential and barriers to professional advancement.
   b. This study is being conducted by a team of collaborators including Chris Sebelski, Ph.D., Lisa Dorsey, Ph.D., Vicki Moran, Ph.D., and Jessica Perolio, Ph.D. The study is funded by the SLU Women’s Commission and the SLU Faculty Senate.
   c. Participation in the study will involve completing an online survey about a participant’s leadership self-efficacy and participation in a semi-structured interview. The online survey will take less than 10 minutes to complete. The semi-structured interview will take about 30 minutes. Participants will have the opportunity to review the transcript for content which could take about 30 minutes.
   d. Those taking part in the study will be compensated with a gift card.
   e. Risks to participants are minimal and steps have been taken to ensure confidentiality. The names, titles and identities of those participating in the study will be coded for anonymity using a unique system. Participation in the study is voluntary. Participants are free to decline to answer any question that they do not wish to answer for any reason and participants may withdraw from the study at any time.
   f. For questions, to participate or for more information, contact Chris Sebelski, PhD, or call 314-977-8724.
   g. The Institutional Review Board (IRB) protocol number for the study is #28359. The protocol was approved on July 6, 2017. The study is led by
the team described above.

3. Pete Garvin Announcements
   a. Bicentennial 5K Run and Family Fun Walk
      i. Proceeds will benefit Helping Our Own Fund
      ii. Sunday, April 15, 2018 at 8am
      iii. Register before March 24th for $25 registration fee!
      iv. 250 Vitality points for participants
   b. Reminder about nominations for SAC Executive Team
      i. Individuals must have a 75% participation rate to serve on the SAC Executive Committee
   c. Reminder about parental and care giver leave policy that takes effect in March 1, 2018
      i. Many people who were not directly impacted by the policy but worked very passionately to help pass the policy – this is part of our mission!

Update:

1. Patrick Maloney — 2018 Climate Assessment Survey
   a. Emails went out earlier this week and will go out again soon
      i. Emails came from slusurvey@willistowerswatson.com
   b. Surveys open through February 23rd!
   c. Demonstrates the commitment of the senior administration to developing a culture that is in line with our mission
   d. Completely confidential, an independent firm is running the survey and no one at SLU has access to the responses
   e. Are committed to acting on these results
      i. 2014 survey helped to create the Cura program
      ii. 2016 results used to create leadership development workshop, Leading With Feedback, for faculty and staff supervisors (currently 300 have participated)
   f. Working to improve the response time on the survey
      i. Results will be shared before the end of the spring semester
         1. Two town halls in April
         2. Improvement from previous years in turn around of results
      ii. All vice presidents and deans will share their results with their units between April - May
      iii. Each vice president and dean will create an action plan to address their individual unit’s results
      iv. All action plans will be submitted to Dr. Pestello by August 2018
   g. Is a good space for your voice to be heard!
   h. Demographic question
      i. Confusion over the selection of the unit in previous years
ii. This year that information has been provided to Willis Towers Watson, who will connect that to your response – SLU will not see that connection!

iii. No group with fewer than 10 responses will be shared; No group with fewer than 20 comments will receive open-ended comments
   1. You can make additional comments by clicking on the check box at the bottom

i. Is there discretion with vice presidents and deans to share their results? In the past not all vice presidents and deans have done that.
   i. This year Human Resources is helping each unit to ensure that results are shared with the respective unit.
   j. Pete noted that nothing will change without individuals participating!

Monthly Spotlight:

1. Michelle Lewis, Director, Institutional Equity and Diversity — Overview of SLU’s Harassment Policy
   a. Wants this presentation to be an educational presentation – there are many on campus that do not know about the services the Office of Institutional Equity and Diversity provide
   b. Areas of Responsibility
      i. Investigate claims and ensure effective oversight and compliance of incidents involving discrimination, harassment, bias, and sexual misconduct, including sexual assaults
   c. Harassment/Discrimination
      i. Illegal, harmful, or negative behavior or actions against a person or group based on a protected identity rather than individual merit.
      ii. Is a violation of Title VII of Civil Rights Act of 1964, Title IX of the Education Amendments of 1972, State and Local Discrimination/Harassment Laws
      iii. Standard of proof is preponderance of evidence when examining allegations
          1. Means “more likely than not” did this occur – like 50.1%
          2. Versus a “clear and convincing” did this occur or “beyond a reasonable doubt,” which many are familiar with from criminal courts
      iv. Dear Colleague Letter – guidance specifically around sexual misconduct on campus
          1. Betsy DeVos has challenged this
   v. Legally-protected identities:
      1. Race
      2. Color
      3. Religion
4. National origin  
5. Sex (including pregnancy)  
6. Age (40 is the threshold to make a claim)  
7. Sexual orientation  
8. Gender identity/expression (newer status)  
9. Marital status  
10. Physical/mental disability  
11. Medical status  
12. Veteran status  
   vi. If you perceive that harmful things are happening in the work environment because of one of the legally-protected areas, need to report it  
   d. Sexual Harassment  
      i. Unwelcome sexual advances, requests for favors, and other verbal or physical conduct of a sexual nature when:  
         1. Submission to conduct is an implicit or explicit condition of employment  
            a. Quid pro quo:  
               i. “This for that” – an exchange of one thing for another  
               ii. For instance, demanding a date or sexual favor in exchange for a promotion or raise. Or lowering the test score or performance evaluation of someone who ends a romantic relationship.  
         2. Submission to or rejection of conduct affects employment opportunities  
         3. The conduct interferes with an employee’s work or creates an intimidating, hostile or offensive work environment  
            a. Hostile work environment:  
               i. Verbal or non-verbal behavior that:  
                  1. Focuses on the sexuality of another person or occurs because of the person’s gender, is unwanted or unwelcome, and is severe or pervasive (ongoing) enough to affect the person’s work environment  
      ii. Updates to Sexual Harassment Laws  
         1. Recent legislation has expanded the definition of “sex” to include:  
            a. Pregnancy, childbirth, or related medical conditions  
            b. Gender identity  
            c. Transgender status
d. Sex stereotyping
   i. When you are handling or addressing the situation based on stereotypes of sex (she doesn’t act like a woman should act or he doesn’t dress like a man should)

e. Transgender Harassment
   i. Discrimination on the basis of sex:
      1. Adverse employment actions taken against an employee or applicant who does not conform to gender norms or stereotypes, who intends to transition, is transitioning, or has transitioned

f. Facts about sexual harassment
   i. Sexual harassment does not have to be intentional
      1. Look more at the impact of the behavior
   ii. Disparity of Power is a serious consideration
      1. If someone is in a position of power over another (supervisor-employee, senior faculty-junior faculty, etc.), this creates complications
      2. Will scrutinize the ability for the relationship to be effectively consensual
   iii. Offensiveness is in the “eye of the beholder”
      1. It’s not about how offensive you perceive it to be, but how the other person perceives it
   iv. Harassment does not have to be directed at a particular individual
      1. Individuals impacted by conversations they are privy to
   v. People of the same gender can harass each other
   vi. Men can be sexually harassed

g. Verbal Actions
   i. Examples of behaviors that can create a hostile work environment if they are unwanted, uninvited or unwelcome:
      1. Off-color jokes, teasing, or stories
      2. Rapidly asking out a person who is not interested
      3. Making sexual innuendoes
      4. Turning work discussions into sexual topics
      5. Comments about a person’s body parts, attire, or sexual activity
      6. Unwanted gifts
      7. Blocking someone’s path
      8. “space invasion” – standing closer than appropriate or necessary for the work being done
      9. Massaging a person’s neck, shoulders, etc.
      10. Graphic displays
         a. Displaying sexually-suggestive visuals, artifacts or items
b. Displaying sexual or derogatory comments about women or men on coffee mugs, hats, clothing, etc.
c. Sexually-suggestive e-mails, posters, calendars, cartoons
d. “sexting,” “cyber-stalking,” or other forms of inappropriate electronic communications

h. Workplace civility  
i. Respect is consistently treating individuals with compassion and empathy. It entails a fundamental understanding and appreciation of the culture and humanity of others
   1. Competence
   2. Conscience
   3. Compassion
   4. Commitment
   5. Community

ii. Disrespect (or incivility) is counterproductive social and/or organizational behavior ranging from rudeness to aggression to overt threatening behaviors.

iii. Most cases of incivility in work or learning environments are not tied to one’s legally-protected identity.

iv. Common actions that uncivil individuals employ:
   1. Personal insults
   2. Threats and intimidation
   3. Sarcastic jokes, teasing, or public shaming
   4. Dismissive communications
   5. Rude interruptions

v. Small acts of incivility go unaddressed...incivility becomes normalized...bullying, aggression, harassment create a toxic environment!
   1. This should not be the case.
   2. If you are having problems with this, and you are unsure if this goes to HR or goes to Office of Institutional Equity and Diversity, start with one and they will direct it to the appropriate office, if it isn’t for them,

i. Why don’t people speak up?

i. There are a lot of reasons why people do not speak up - fear is a predominante one:
   1. Loss of employment
   2. Rejection by colleagues or friends
   3. Being labeled as a trouble-maker or feminist or radical
   4. Not being considered a team player
   5. Being accused of not having a sense of humor
   6. Falling prey to the “rumor mill”
   7. Being labeled as “overly sensitive” or “mentally fragile”
8. Not being believed
9. Being “wrong”
   ii. We can’t make it right unless you allow us to address it.
      1. If we don’t address it, it won’t get better for you or for
         the next person.

j. Supervisory Responsibilities
   i. If a supervisor is aware of unlawful harassment and does not
      reasonably address the situation, both the supervisor and the
      University can be held liable for harassment
   ii. Additionally, the University can be liable for any harassment
      committed by supervisors or employees.

k. How to respond:
   i. Confront (if comfortable)
   ii. “Communicate up”
      1. Even if the person is your supervisor, work up the chain
         of command or communicate to the Office of Institutional
         Equity and Diversity
   iii. Address concerns
      1. Such as concerns about confidentiality, etc.
   iv. Document
      1. Make sure you are maintaining documentation
   v. Educate
      1. Educate yourself on the University’s policies, the role of
         the Office of Institutional Equity and Diversity
      2. Educate others too!
   vi. Be mindful of other implications/obligations
      1. Be aware of other professional obligations (licensure,
         etc.)

l. Creating an Inclusive Climate
   i. Respect the people around you
   ii. Think before acting or saying
   iii. Imagine how others may be feeling
   iv. Be sensitive to cultural differences
   v. Pay attention to non-verbal reactions to your behavior
   vi. Realize that third parties may be affected by your words or
       actions
   vii. Take all concerns seriously; don’t trivialize them
   viii. Avoid the “apathy trap” (implied or stated)
        1. “It’s not a big deal. You’re making too much out of this.”
        2. “This is not a reportable offense”
        3. “I’m sure they didn’t mean anything by it”

m. Retaliation
   i. Retaliatory acts are any actions that could discourage or punish
      a person who chooses to file a complaint or participate in the
      investigation process
ii. Retaliation against any employee or student who files a complaint or participates in an investigation is strictly prohibited
   1. Alert the Office of Institutional Equity and Diversity immediately
   2. They will open up a separate charge and investigation on this

n. Complain Procedure
   i. Informal Complaint
      1. Informal discussions/counseling to resolve issues
      2. Complaint may be resolved as follows:
         a. Complaint meets with the accused OR designated personnel meets with accused
            i. Request for not action
   ii. Formal Complaint
      1. Detailed investigation, potential disciplinary action
      2. Formal notification is given to appropriate individuals
      3. Interviews conducted with complainant, accused, other witnesses
      4. Written report of findings
      5. Recommendations for policy violations

o. Contact Us:
   i. DuBourg Hall, Room 36
   ii. 314-977-3838
   iii. Staff:
         1. Michelle Lewis, Director
         2. Anna Kratky, Title IX Coordinator
         3. Kim Sahr, Equity Officer, Title IX
         4. Ashlee Reece, Equity Officer, Title VII

p. Q&A
   i. This seems like a good time to make sure that the entire institution knows about this office and its services
      1. Done at new hire, new managers, new chairs, faculty search committee chairs
      2. Are getting ready to do a mandatory training for faculty and staff. Similar to the Haven training that students are required to complete.
         a. Hope that this will be rolled out soon
         b. This will need to be completed annually
   ii. Can you explain mandated reporting
      1. Regulations under Title IX state that universities and colleges have to have people classified as responsible employees – those who have an obligation to report allegations of sexual harassment, misconduct, assault. **All employees at SLU are responsible employees** (exceptions are physicians, counselors, priests when
dispensing spiritual advice). Report anything to the Title IX Coordinator.

**Cura:** SLU Sparks – Patrick Cousins – Congratulations to Patrick, Campus Ministry, who received a SLU Spark! Patrick was recognized by Floyd Welsh of Career Services for showing compassion.

“Patrick recently noticed that a student he had previously accompanied on a service trip seemed troubled. As a result of his display of compassion for her, he led her to recognize that she was beginning the process of vocational discernment—not a career crisis as she had initially suspected. Due to his intervention, she is now prepared to fully explore vocation and how her SLU education will make it happen.”

**Next Meeting:** Thursday, March 15, 2018 (Center for Global Citizenship, “CGC,” 12pm – 1:15 pm)

**Adjournment:** Peter Garvin, 1:30pm
Staff Advisory Committees and Representatives – 2017-2018

Staff Advisory Sub-Committees
By-Laws Committee – Kathy Barbeau, Sue Stevens, Elisabeth King, Rita Stites, Cyn Wise
Community Outreach – Vacant

Service/Events Committee
Food Truck Rally – Stacy Mack, Pete Garvin
  • Possible upcoming rally on April 27, 2018. Contact Stacy to help!

University Committees
Bicentennial Celebration Committee – Peter Garvin
  • Planning and details continue with the Bicentennial 5K Run/Walk scheduled for Sunday, April 15, 2018. The call for participants and volunteers continues as there remains a large need for volunteers. The registration link is www.slu.edu/bicentennial5k to sign up to participate in the event. Volunteers should contact Peter Garvin to fill available needs. Proceeds from the event go to SLU’s "Helping Our Own" program.

Banner Administrative System Review - Brandon McCoy and Helen McCormack
  • Nothing to report at this time. Waiting to hear back on review decisions.

Campus Recreation Advisory Committee – Robert Pampil
  • Has not met. Next meeting scheduled for April 26, 2018.

Cura Steering Committee – Sue Stevens
  • No update submitted.

Faculty/Staff Feedback Survey Task Force – Sue Stevens
  • No update submitted.

Honorary Degrees and Special Recognition Committee – Peter Garvin
  • Committee will meet for the first time in early March.

Magis Operational Excellence Program Steering Committee – Cyn Wise
  • No update submitted.

Medical Ad Hoc – Sue Stevens
  • No update submitted.

Parking Issues – Elisabeth King and Mathew Campbell
  • The Saint Louis University Parking Issues Committee’s latest review period (through January 19th) included 64 appeals. Common themes for parking violations are inappropriately parking in disabled/handicapped parking, parking in loading or fire zones, and parking in incorrect lots. A map of parking lots can be found at: https://www.slu.edu/parking/
  • Also, remember to register your license plates in the Parking system – under tools in MySLU – for all cars that you will have in on-campus parking. If you have a rental (or borrowed) car, you can alert parking to this via email at parking@slu.edu. Parking will issue tickets to non-registered cars.
  • If there are questions or concerns that we can help with related to parking, please reach out to either Matt Campbell (matt.campbell@health.slu.edu) and/or Elisabeth King (elisabeth.king@slu.edu).

President’s Advisory Council – Sue Stevens, Pete Garvin, Cyn Wise
  • The last meeting included updates on the Strategic Initiatives and University Priorities
and a budget overview by David Heimburger. There were reflections given on an excerpt written by Father James Heft, S.M., about university’s need to have a vision and be distinctive from others in higher education. Presentations were given by Michael Lampkin (VP for Student Organizations, SGA), Peter Garvin (Chair, SAC) and Dr. Douglas Rush (Faculty Senate President).

President’s Coordinating Council – Peter Garvin
- no meetings held or scheduled as this may be or become defunct with the establishment of the University Leadership Council

President’s Diversity Council – Sandra Cornell
- Has not met since November 2017

President’s University Leadership Council - Peter Garvin
- No matters were shared which are pressing as they relate to staff and some information was confidential and ultimately is related to past actions taken which are not relevant in forthcoming measures.

Sustainability Council – Delia King
- Has not met.

Tobacco Free Workforce – Ellen Weis
- No update submitted.

Board of Trustee Committees

Academic Affairs – Alexis Bruce-Staudt
- See attachment

Development – Cyn Wise
- No update submitted.

Business and Administrations – Sue Stevens
- No update submitted.

Marketing and Branding – Rhonda Arl
- The following topics were updated, Reputation Marketing, Enrollment Retention, Awareness and Perception Research. The SAC 5K was listed and quickly praised for the upcoming 5K run on 4/15/18. Other notable take aways were SLU was noticed as one of only 5 schools that has had an upward change in their Top U.S. News Rankings in the past five years, from 101 to 94. And enrollment numbers in the US are not expected to rise again until 2021. The SLU retention rates are actually improving.

Mission and Identity – Amelia Blanton Hibner
- At the December meeting Dr. Tom Hare discussed the University’s Belize 2020 Initiative. Dr. Hare is evaluating the parallels to poverty in St. Louis and Belize and asking how the skills and abilities accessible at SLU can be incorporated into the Belize 2020 project. Fr. Collins reviewed the activity of the Mission & Identity Office since the committee last met in September
- At the February meeting Fr. David Suwalky, SJ, the new Director of Academic Initiatives presented as well as Katherine Cain of the Workforce Development Center.
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University Feedback Survey
Let Your Voice Be Heard
February 12-23, 2018

Completely Confidential

• Administered by Willis Towers Watson, an independent consulting firm
• No one at SLU will have access to individual survey responses
• Watch for an email from slusurvey@willistowerswatson.com
University Feedback Survey
Let Your Voice Be Heard
February 12-23, 2018

Committed to action
- Your participation is essential to helping continue to make SLU a great place to work
- 2014 results were used to create the Cura Program
- 2016 results were used to create leadership development workshops attended by hundreds of SLU faculty and staff
Additional improvements

- Results will be shared before the end of the spring semester
- All vice presidents and deans will share their results with their units
- Each vice president and dean will create a plan to address their results
- All action plans will be submitted to the president by the end of August 2018
Overview of the Policy on Harassment

L. Michelle Lewis
Director, Office of Institutional Equity and Diversity
Investigate claims and ensure effective oversight and compliance of incidents involving:

- Discrimination
- Harassment
- Bias
- Sexual Misconduct (including Sexual Assaults)
Harassment/Discrimination

Illegal, harmful, or negative behavior or actions against a person or group based on a protected identity rather than individual merit.

It is a violation of...

• Title VII of the 1964 Civil Rights Act
  (in employment settings)

• Title IX of the Education Amendments of 1972
  (in educational settings)

• State and Local Discrimination/Harassment Laws
Legally-Protected Identities

- Race
- Color
- Religion
- National Origin
- Sex (including Pregnancy)
- Age
- Sexual Orientation
- Gender Identity/Expression
- Marital Status
- Physical/Mental Disability
- Medical Status
- Veteran Status
Sexual Harassment

Unwelcome sexual advances, requests for favors, and other verbal or physical conduct of a sexual nature when:

- Submission to conduct is an implicit or explicit condition of employment;
- Submission to or rejection of conduct affects employment opportunities;
- The conduct interferes with an employee’s work or creates an intimidating, hostile or offensive work environment
Sexual Harassment

Two kinds of sexual harassment:

1) **Quid Pro Quo**

   “This for that” – an exchange of one thing for another.

   For instance,
   
   - Demanding a date or sexual favor in exchange for a promotion or raise
   - Lowering the test score or performance evaluation of someone who ends a romantic relationship
2) **Hostile Work Environment**

Verbal or non-verbal behavior that...

- focuses on the sexuality of another person or occurs because of the person’s gender,
- is unwanted or unwelcome, and
- is severe or pervasive [ongoing] enough to affect the person’s work environment.
Updates to Sex Harassment Law

Recent legislation has expanded the definition of “Sex” to include:

- Pregnancy, childbirth, or related medical conditions
- Gender identity
- Transgender status
- Sex stereotyping
Transgender Harassment

Discrimination on the basis of SEX:

1) Adverse employment actions taken against an employee or applicant...
   - who does not conform to gender norms or stereotypes
   - who intends to transition, is transitioning or has transitioned to another gender
Facts About Sexual Harassment

1) Sexual harassment does not have to be intentional
2) Disparity of Power is a serious consideration
3) Offensiveness is in the “eye of the beholder”
4) Harassment does not have to be directed at a particular individual
5) People of the same gender can harass each other
6) Men can be sexually harassed
Verbal Actions

Examples of behaviors that can create a hostile work environment if they are unwanted/uninvited:

* Off-color jokes, teasing or stories
* Repeatedly asking out a person who is not interested
* Making sexual innuendoes
* Turning work discussions into sexual topics
* Comments about a person’s body parts, attire or sexual activity
Non-Verbal Actions

Examples of behaviors that can create a hostile work environment if they are unwanted/uninvited:

* Looking a person up and down ("elevator eyes")
* Blocking or restricting one’s path or movements
* Excessive attention (e.g., unwanted communications or gifts)
* Hanging around a person, following or stalking
* Making facial expressions, such as winking or throwing kisses
Physical Actions

Examples of behaviors that can create a hostile work environment if they are unwanted/uninvited:

* “Space invasion” – standing closer than appropriate or necessary for the work being done
* Massaging a person’s neck, shoulders, etc.
* Brushing up against someone
* Touching one’s clothing, hair or body (i.e., hugging, kissing, or patting them)
Graphic Displays

Examples of behaviors that can create a hostile work environment if they are unwanted/uninvited:

* Displaying sexually-suggestive visuals, artifacts or items
* Displaying sexual or derogatory comments about women or men on coffee mugs, hats, clothing, etc.
* Sexually-suggestive e-mails, posters, calendars, cartoons
* “Sexting,” “cyber-stalking,” or other forms of inappropriate electronic communications
Workplace Civility

Respect is consistently treating individuals with compassion and empathy. It entails a fundamental understanding and appreciation of the culture and humanity of others.

- Competence
- Conscience
- Compassion
- Commitment
- Community
Disrespect (or incivility) is counterproductive social and/or organizational behavior ranging from rudeness to aggression to overt threatening behaviors.

Most cases of incivility in work or learning environments are not tied to one’s legally-protected identity.
Workplace Civility

Common actions that uncivil individuals employ:

* Personal insults
* Threats and intimidation (verbal and/or non-verbal)
* Sarcastic jokes, teasing, or public shaming
* Dismissive communications (electronic or verbal)
* Rude interruptions
* Two-faced attacks
* Treating others as if they are invisible
* Cyber-bullying (social media, texts, internet forum posts)
Workplace Civility

Small acts of incivility go unaddressed...

Incivility becomes “normalized”...

Bullying, Aggression, Harassment create a TOXIC ENVIRONMENT!
Why People Don’t Speak Up

FEAR of...

- loss of employment (or educational) opportunities
- rejection by colleagues or friends
- being labeled as a “trouble-maker” or “feminist” or “radical”
- not being considered a “team player”
- being accused of not having a “sense of humor”
- falling prey to the “rumor mill”
- being labeled as “overly sensitive” or “mentally fragile”
- not being believed
- being “wrong”
Supervisory Responsibilities

If a supervisor is aware of unlawful harassment and does not reasonably address the situation, both the supervisor and the University can be held liable for harassment.

Additionally, the University can be liable for any harassment committed by supervisors or employees with authority over an employee or a student.
Responsibilities

- Confront (if comfortable)
- “Communicate up”
- Address concerns
- Document
- Educate
- Be mindful of other implications/obligations
Creating an Inclusive Climate

- Respect the people around you
- Think before acting or saying
- Imagine how others may be feeling
- Be sensitive to cultural differences
- Pay attention to non-verbal reactions to your behavior
- Realize that third parties may be affected by your words or actions
- Take all concerns seriously; don’t trivialize them
Avoid the “Apathy Trap” (implied or stated):

- “It’s not a big deal. You’re making too much out of this.”
- “This is not a reportable offense.”
- “I’m sure they didn’t mean anything by it.”
- “Just ignore them...you know how they are!”
Retaliation

Retaliatory acts are any actions that could discourage or punish a person who chooses to file a complaint or participate in the investigation process.

Retaliation against any employee or student who files a complaint or participates in an investigation is strictly prohibited.

Examples:
- Termination, demotion or denial of advancement opportunities
- Harassment or interrogation of the involved parties
- Coercion, intimidation, threats
- “Black-balling,” or deliberately attempting to sully one’s reputation or label them as a trouble-maker
Complaint Procedure

INFORMAL COMPLAINT

- Informal discussions/counseling to resolve issues
- Complaint may be resolved as follows:
  Complainant meets with the accused, OR
  Designated personnel meets with accused
  Request for no action
  Request for supplemental training
Complaint Procedure

FORMAL COMPLAINT

- Detailed investigation, potential disciplinary action
- Formal notification is given to appropriate individuals
- Interviews conducted with complainant, accused, other witnesses
- Written report of findings
- Recommendations for policy violations
Contact Us

Office of Institutional Equity & Diversity
DuBourg Hall, Rm. 36
(314) 977-3838

Michelle Lewis
Director

Ashlee Reece
Equity Officer, Title VII

Anna Kratky
Title IX Coordinator

Kim Sahr
Equity Officer, Title IX
**Provost’s Report:** Dr. Brickhouse highlighted several updates this meeting to include:

- **Education Advisory Board (EAB) Operational Dashboard:** This tool should rollout in March 2018 to provide SLU leadership with data to support strategic decision making, effective resource planning, and student success (e.g., admissions data).
- **National Survey of Student Engagement (NSSE) 2017 Snapshot:** This national survey is done every three years and it measures the level of student participation at SLU as it relates to learning and engagement.
- **OVPR Q2 Progress Update:** Dr. Olliff briefly presented on the FY18, second quarter sponsored award (direct & indirect) expenditures and sponsored award applications, as well as their relation to the overall FY’18 goals and targets.
- **HLC Progress Report Update:** Approximately 85% of academic programs have submitted learning outcomes and assessment plans. A recent announcement was sent out about the new Director of the Core position that will focus on designing, implementing, assessing, and revising the university’s undergraduate core student learning outcomes and the university-wide core curriculum that fosters student development of those outcomes.
- **Enrollment and Retention Trends:** This update shared FY18 admissions data as it relates to freshmen and transfer students, as well as graduate/professional student numbers.

**Faculty Compensation Study:** Stacey Harrington gave an update about the second phase of the Mercer study which looked specifically at compensation equity across genders and race/ethnicity and the progress that was made towards eliminating the identified gap between actual pay and predicted pay for faculty. The FY’18 budget provided additional funds for faculty equity, merit, and promotion which allotted for a decrease in the gap that was identified.

**Enrollment Marketing & Recruitment of Graduate & Adult Programs:** Jay Goff and Dr. Chapman, in her new role as Associate Provost, presented an overview of SLU’s individual online programs’ marketing plan needs.

**Supporting Faculty Through Promotion to Full Professor:** Dr. Lewis provided an update on the joint Faculty Senate/Provost Committee on Mid-Career Faculty Development. This is the second phase of the COACHE (Collaborative on Academic Careers in Higher Education) initiative, which focuses on interpreting the data and feedback from last year’s survey to develop recommendations to address the issues raised by mid-career faculty at SLU.

The next meeting of this committee is set for Thursday, May 3, 2018.
Minutes for Thursday, March 15, 2018
Center for Global Citizenship (“CGC”) – Noon -1:15 pm

Peter Garvin, Chair, convened the meeting at 12:01 PM with a call for volunteers for the Billiken 5K Run on April 15, 2018, followed by a reflection by Nelson Mandela “Everyone can rise above their circumstances and achieve success if they are dedicated to and passionate about what they do.”

Minutes: With no amendments requested, the minutes of the Feb. 15th SAC meeting were approved.

ANNOUNCEMENTS...
Mr. Garvin made the following announcements:
- Please pick up parking vouchers for the Laclede Garage if you’ve driven up from South Campus or Scott Hall.
- The Battle for the Boot shoe drive will not be held this year due to staff’s inability to sustain efforts needed to continue the program.
- Nominations have been received for the 2018/19 Staff Advisory Committee Executive Board. Ballot information will be sent out by email in the near future.
- Appreciation for the volunteer efforts by Laverne Robinson and Matt Sullivan for their work towards getting volunteers for the SAC-sponsored Bicentennial 5K Run/Walk at 8:00 AM on April 15th, 2018. We still need many volunteers to help run this special event. At this time, we have 304 registered participants. Volunteers will receive 50 Vitality points, a t-shirt and VIP parking in the Fred Weber lot at Chaifetz. Please sign up for 2-3 hrs and bring a friend or family member. If you participate by walking/running, you’ll receive 250 Vitality points. The proceeds from the run will benefit Helping Our Own. This is a family friendly event.
- Be sure to log your volunteer hours on the Bicentennial app for the 200 Years of Service effort. All volunteer time spent for the 5K race will be submitted as a block of hours.
- Special recognition goes to everyone involved with helping with the planning and execution of this 5K, including the Bicentennial 5K committee members and especially Debbie Dill Garvin, for her extensive efforts and attention to details in managing this process.

Guest Announcement: William Kaufmann—Vice President and General Counsel, Secretary of the University and Chief of Staff (Honorary Degrees/Special Recognition participation)

Mr. Kaufmann thanked SAC for its engagement in University life. He encouraged staff to go to Commencement. In the past, choosing Honorary Degree recipients and Commencement speakers was a secret process. The Board of Trustees Governance Committee commissioned a subcommittee to oversee the process. The Honorary Degree is the most prestigious award given by the University and a set of guidelines were established to govern their award. They can be found, with a link to the nomination form, in the Newslink article published last month (below).

Mr. Kaufmann asked SAC to consider nominating people who make a difference for the university and the world. The same criteria are used for choosing the commencement speaker. The university Honorary Degree and Special Recognition for Commencement committee, on which Pete represents
SAC and which includes other leaders of the Faculty Senate, Student Government, Marketing and Communication, and the University Marshall, reviews the nominations and submits recommendations to the Board of Trustee Committee. (Newslink article with link to nomination form: https://www.slu.edu/news/2017/february/seeking-honorary-degree-nominations.php)

**Update:** Lillie Jackson—Safety Coordinator, Public Safety/Emergency Preparedness

Ms. Jackson introduced herself and gave a list of her areas of responsibility, including creating and editing the campus Emergency Operation Plans, writing safety policies and procedures, for AEDS across campus, emergency response, and assist with fire drills and trainings. She also works with the building safety coordinators across campuses. She said DPS has 80 officers who have the power of arrest and work closely with the St. Louis Metropolitan Police Department. They have a great relationship with the 9th district where the University is located.

A number of patrol methods including bike officers, foot patrol, golf carts and mobile units that patrol the exterior of the campus. Officers monitor security desks in several south campus buildings. Contract security officers monitor the parking garages, south campus buildings, museums and housing units. Security officers at the housing units are assigned overnight duty.

The dispatch officer is the only place on campus that can be reached 24 hours a day, 7 days a week including weekends and holidays. The communications center, or “dispatch”, monitors all alarms for the University including fire alarms. She said there are 64 emergency phones and 38 escort phones located across campus.

Slides of Ms. Jackson’s presentation, including types of training and other services provided by DPS, are attached.

**Monthly Spotlight:** Dr. Fran Pestello—the First Lady of Saint Louis University

Dr. Pestello described her first four years of SLU life, including her transition to “president’s wife” and all that entailed. She talked about the various concerns she’s taken on, including joining the Library Associates and working to heighten visibility. Bringing Margaret Atwood and other notable recipients to SLU for the Literary Award has increased that visibility.

She gave an overview of becoming a faculty member in the Sociology and Anthropology Dept., teaching several classes. She also talked about being active in Bicentennial Celebration events. She answered a few questions: 1) Dr. Fred Pestello’s favorite food is pasta; 2) to get faculty involved in the Bicentennial 5K, get it in front of Deans, UFC, Provost, etc.; and 3) she is most inspired by Michelle Obama, Eleanor Roosevelt, and her own mother.

**Cura:** SLU Spark – Pam Murray – Congratulations to Pam Murray who received a SLU Spark! Pam was recognized by Lynda Hetlage, Center for Advanced Dental Education, for serving others.

“Pam is always coming up with new creative ideas to streamline office processes. Her positive energy keeps us on our toes.”

Pete Garvin adjourned the meeting with a reminder that the SLUMA book celebrating the SLU Bicentennial is at the BSC bookstore.
Next Meeting:  Thursday, April 19, 2018 (Schwitalla Hall, Lecture Hall #1, 12:15–1:30 pm)

Adjournment: Peter Garvin

Submitted by C. Wise, 5/1/18
Staff Advisory Committees and Representatives – 2017-2018

Staff Advisory Sub-Committees
By-Laws Committee – Kathy Barbeau, Sue Stevens, Elisabeth King, Rita Stites, Cyn Wise
Community Outreach – Vacant

Service/Events Committee
Food Truck Rally – Stacy Mack, Pete Garvin

University Committees
Bicentennial Celebration Committee – Peter Garvin
Banner Administrative System Review—Brandon McCoy and Helen McCormack
Campus Recreation Advisory Committee – Robert Pampel
Cura Steering Committee – Sue Stevens
Faculty/Staff Feedback Survey Task Force – Sue Stevens
Honorary Degrees & Special Recognition Committee—Peter Garvin
Magis Operational Excellence Program Steering Committee – Cyn Wise
Medical Ad Hoc – Sue Stevens
Parking Issues – Elisabeth King and Mathew Campbell
President’s Advisory Council – Sue Stevens, Pete Garvin, Cyn Wise
President’s Coordinating Council – Peter Garvin
President’s Diversity Council – Sandra Cornell
President’s University Leadership Council - Peter Garvin
Sustainability Council – Delia King
Tobacco Free Workforce – Ellen Weis

Board of Trustee Committees
Academic Affairs – Alexis Bruce-Staudt
Development – Cyn Wise
Business and Administrations – Sue Stevens
Marketing and Branding – Rhonda Arl
Mission and Identity – Amelia Blanton Hibner
Call to Order and Reflection: Peter Garvin

Reflection: by Albert Schweitzer

“Wherever you turn, you can find someone who needs you. Even if it is a little thing, do something for which there is no pay but the privilege of doing it. Remember, you don’t live in the world all of your own.”—Albert Schweitzer

March Minutes: Review and approve minutes from the March 15, 2018 meeting
Note: Minutes were not yet prepared to review and approve.

April Attendees: See last page of minutes for attendees.

ANNOUNCEMENTS...

Chair’s Announcements:
Pete reviewed the accomplishments of SAC from this past year. They include:

- Staff Parental Leave Policy Passed
- Services for individuals with autism are now covered under the University’s insurance policy.
- SAC Holiday Party that featured a full meal (rather than a potluck) to allow for less stress for our members around the holiday times and work with their personal lives.
- SAC members served on a variety of committees (see the list at the end of the minutes)
- The Bicentennial 5k Run was a great success with 508 participants, 40 volunteers (who contributed over 200 hours collectively), and $6,300 donated to the University’s Helping Our Own fund.

And don’t forget, SAC’s Annual BBQ is on May 24th at Simon Rec Pools!!

Updates:
Patrick Maloney — 2018 University Feedback Survey

1. Results shared today are similar to results shared at town halls, but are specific to staff.
2. Context:
   a. Comes out of Board of Trustees mandating climate surveys of faculty and
staff. Done with an external firm for confidentiality (no one from SLU has access to raw data). Multiple groups on campus, including SAC, were involved to develop initial survey

b. Results:
   i. 2014 Climate Survey (launched April 2014, results back mid-May, results released in October 2014)
      1. Creation of Cura Program – launched in 2016
   ii. 2016 Feedback Survey (launched in April 2016, results back mid-May, results released in October 2016)
      1. Leading with Feedback Workshops started in Fall 2017, over 400 faculty and staff supervisors have gone through it
   iii. 2018 Feedback Survey (launched February 2018, results released in April 2018)
      1. Committee reviewed items on survey, including SAC, process changes were also recommended – moved survey up. Doubled the reports available – in the past, Arts & Sciences got one report and Human Resources got one report. There wasn’t parity and realized more action would be able to be taken. Any groups with 20 or more faculty or staff qualified for own report, however a report was not created unless the unit had at least 10 respondents.
         2. New categories – change management, operational effectiveness, and sense of empowerment

3. Be aware of:
   a. Key principles:
      i. Results require interpretation
      ii. You are the experts, specifically in your areas
      iii. Keep the process simple
   b. Selected results, algorithm and key drivers, and comments influence how we interpret, that influences how we plan, which influences how we act
      i. Comments – if 20 or more people in a unit gave comments, units get those comments back

4. Results (Only staff relevant data presented)
   a. Note: slides presented at town halls are available online [Link: https://sites.google.com/slu.edu/universityfeedbacksurvey/home?authuser r=1].
   b. Patrick provided an overview of how to read the results
      i. Industry norm is based on Willis Towers Watson Global Universities norm – based on 26 institutions, large and small, US & globally (peer institutions included Loyola Chicago and Notre Dame)
      ii. Survey definitions were also provided in terms of levels of the institution
   c. General results:
i. Open 16 days, 57% response rate (staff only, 58% response rate), 78 items, 17 categories

ii. 2,439 completed (1,574 FT/PT staff completed)

d. Willis Towers Watson Algorithm

i. Decreased in 10 out of 14 categories from 2016 SLU survey
   1. Most declined – shared governance, communication, leadership

ii. Sustainable engagement (staff 76% favorable, down 3 points from last year)
   1. Strengths: diversity, supervision, sustainable engagement
      a. Higher scoring items included: “I work beyond what is required to help SLU succeed” and “My workgroup leadership supports diversity in the workplace” and “My workplace leadership does a good job of promoting teamwork”
   2. Opportunities: Leadership, Operational Effectiveness
      a. Low scoring items include “senior leadership provides a clear sense of direction” and “the work in my department is well organized” and “Regarding SLU’s Mission, I believe senior leadership decisions are consistent with the mission”
   3. Below Universities norm by 3 points

iii. Key Drivers of Sustainable Engagement (shared faculty & staff)
   1. Engagement, image, operational effectiveness – people who feel more empowered, who feel SLU is fulfilling its mission, who feel things are effective in their units, are more engaged with their work (and vice versa)
   2. Staff are overall higher on these items, and are higher on sustainable engagement overall

e. See PowerPoint (attached) for full results

i. Categories vs. Multiple Benchmarks: 16 categories included on survey, favorability for each category, and comparison points (including staff specific universities norm)

ii. Easier to interpret at unit level – however, usually if 70% is at university benchmark
   1. Of the 16 categories, 10 are below 70%
   2. More of the scores have gone down than up
   3. Staff are slightly more favorable, but only by a few percentage points

f. Selected results: Weaknesses

i. Change management is key issue – low favorable scores
ii. Leadership (specifically senior leadership) – low favorable scores and decreases
iii. Operational Effectiveness (driver of sustainable engagement, new
category) – low favorable scores
iv. Shared Governance – low favorable (32%)
g. Selected Results: Strengths
   i. Career Development – would consider area to watch, some drops here
   ii. Civility – some positive gains
   iii. Diversity
   iv. Supervision (workgroup level) – gains from last time

5. Key Priorities:
   a. Decreased morale (continued decreases since 2014)
   b. Operational efficiency (lower than we would like)
   c. Change management
   d. Leadership and communication (communication lower for faculty than for staff)

6. Next Steps
   a. Share results
      i. VPs and Deans will share results with their units
   b. Gather additional insights
      i. Conduct focus groups (randomly selected) to provide input
   c. If you were not selected, voluntary focus groups will be conducted on May 14th and 15th. Plan and Implement Changes
      i. Create an action plan that responds to this – both at the University and the unit levels. Plans to be submitted in August

7. Reactions
   a. Please fill out reaction questions and submit to Pete
      i. What are 1-3 actions that we can take to make SLU an even better place to work?
      ii. What is going well that the University needs to continue doing?
      iii. What recommendations do you have for improving the survey and/or survey process?

8. Q&A:
   a. If there division or departmental meetings, should have different leadership lead those discussions (rather than those within the unit) as it would provide more candid feedback and allow people to feel more comfortable

Pete Noted:
• Please stay engaged!
• Mickey and Pestello are very frustrated with these results – believes that there will be changes

Monthly Spotlight:

Ali Kosydar/Gary Whitworth — TEAM Initiatives
1. Vision for the School of Medicine – See slideshow

2. 21 TEAM Initiatives posted on the TEAM website

1. Today’s conversation focused on standardizing and centralizing clinical support functions (initiative 14)

2. Leadership is currently focused on 6 initiatives (6, 8, 14, 16, 17, 18)

3. Access to Care is Problematic
   a. 58% of individuals show up for appointments
   b. Think this is directly related to decentralization of contacting SLUCare
      i. Phone lines (have to call different phone lines), schedules (putting people into our schedule as opposed to the other way around), staffing (job descriptions not standard, lack appropriate training), referrals and prior-authorizations
   c. Future access solutions & Proposed Immediate Timeline
      i. Contact Center:
         1. Standard phone lines – one call center that is not opt-in (only 30% of clinical practice is currently supported)
         2. Standard schedules that are department specific
         3. Staffing focus – will transition to individuals doing one job well as opposed to 15 different roles/jobs
         4. Referrals and prior-authorization – with standard turnaround times
         5. Annual projected improvement - $11 Million in 1st year
   d. Presented Proposed Organizational Chart (see PowerPoint)

4. Staffing Allocations
   a. Need strong collaboration and support from departments
   b. Committed to working with key stakeholders in each department to ensure gaps are identified and addressed
   c. This not just about identifying staff for the Contact Center; this will ensure we have adequate clinic staffing as well
   d. Process:
      i. Review Time Study
      ii. Assess Contact Center Need
      iii. Assess Clinical Staff Need with Industry Specialty Specific Benchmarks
      iv. Identified Qualified Staff
      v. Approval from Departments
      vi. Reclass Staff and Address Clinical Gaps
      vii. Allocate Appropriate Staffing
   e. Staffing Career Ladders
      i. Give Contact Center staff opportunities to advance in their career with clear career ladders, function-specific training, and ability to make lateral career moves, all while improving job satisfaction and turnover
      ii. Patient Schedulers, Referral specialists, and Authorization
Specialists
5. Provided Example Workflows for referrals and non-referrals
6. Service Level Agreements
7. Summary:
   a. Opportunity to grow SLU Care’s practice, put individuals in the right roles
      with the right training, with the right career development opportunities,
8. Q&A:
   a. Will pediatrics be included in this?
      i. Pediatrics will not be included right now, but once on one
         scheduling system, will be transitioned into timeline.
   b. Are staff being asked or told they are moving into Contact Center?
      i. Will be a collaborative process. Will identify individuals who would
         be good to move into Contact Center. Would provide them with
         opportunity, they can decline.
      ii. Possibly doing work-from-home model that could be appealing
   c. Location for the contact center? Are there not facilities that could host
      this?
      i. $1.8 million to re-do Salus
      ii. Looked at Law school, Wool Center, other spaces
      iii. Short term lease – have found a location that is not yet disclosed –
           3-year lease
           1. With the hospital and the Ambulatory Care Center – don’t
              have space currently the plan for this space in the ACC
           2. Considered parking, floor to ceiling windows, close to public
              transit
   d. Why was this not included in the long term plan for the ACC?
      i. Because of the cost structure, other organizations are going to the
         same model – we are catching up to the model
      ii. Reporting capabilities are centralized and many are going to a
          work-from-home model
      iii. Can get cheaper rent for the space as well
      iv. Is cost efficient
      v. Look at others like Henry Ford, UAB
   e. Academic functions – not related to non-clinical right now
      i. Looking at program coordinators and creating a ladder for them
      ii. Looking at other areas as well
   f. Received feedback at listening sessions and this is what they are focused
      on and using

SAC Chair Elect:
Cyn Wise, Chair Elect — 2018/2019 Executive Board Announcements & Agenda
   1. Nominations this year did not include a nomination for chair-elect
a. Using our existing by-laws that indicate we should have a 2-year chair
b. 1 year as chair elect, 2 years active, 2 years as past chair
c. Follows Faculty Senate Model

2. Last year when nominations were done, was in the middle of unrest, and people didn’t feel as though they could give their time

3. Cyn is getting close to retirement and feels this is where she is called to serve
   a. Been at SLU for 15 years, been all over campus (both South and North)

4. Introduction of New Executive Board:
   a. Past Chair/Recording Secretary: Pete Garvin
   b. Corresponding Secretary: Debbie Dill Garvin
   c. Membership Coordinator: Ellen Weis
   d. Next year will vote on chair elect

5. Areas of focus:
   a. Staff salary market equity reports
   b. Closure on Lockton report of 2013
   c. Gender equity for both staffing and salary
   d. Serious methods for reviewing and restructuring our “ways of working”
      i. Concerned about how many MAGIS initiatives have been effective
   e. Becoming a standalone council
      i. Have been under HR since founding

6. Always – Submit your ideas!!

7. Review and Consider Committee Appointments for 2018-2019
   a. If you would like to step up into these positions let us know!
   b. Identifying other University committees that need staff representation

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**Cura:**

SLU Sparks – Emily Wujcik—Congratulations to Emily, Aquatics & Safety Coordinator, Campus Recreation, who received a SLU Spark! Emily was recognized by Jodi Seals of Campus Recreation for SHOWING COMPASSION.

“Emily has been so welcoming to me since I arrived to SLU last week! She has taken time out of her day to take me around the campus to show me where things are and introduce me to people. She has spent so much time answering my questions even though she herself is relatively new to campus. She made me cookies for my first day which was incredibly kind and made me feel so welcome!”

**Next Meeting:** Thursday, May 24, 2018 SAC BBQ!!!! (Simon Recreation Center/SLU Ruba, outside pool area, rain location, SRC, multi-purpose #1)

**Adjournment:** Peter Garvin
Staff Advisory Committees and Representatives – 2017-2018

Staff Advisory Sub-Committees
By-Laws Committee – Kathy Barbeau, Sue Stevens, Elisabeth King, Rita Stites, Cyn Wise
Community Outreach – Vacant

Service/Events Committee
Food Truck Rally – Stacy Mack, Pete Garvin
- Conversations are beginning regarding a date, hopefully early in the summer time, to have our annual food truck, community event on south campus.
- Tentative date is January 22nd
- Will hold another rally in September

University Committees
Bicentennial Celebration Committee – Peter Garvin
- The Bicentennial Celebration Committee successfully completed the Staff Advisory Committee led efforts for the Bicentennial 5K Run/Walk on Sunday, April 15, 2018. We had 508 registered participants, over 40 volunteers, over 200 volunteer hours accumulated to be added to the Bicentennial Service Clock, it was a fun, family friendly and community building event which ultimately will provide over $6,300 dollars of proceeds to give the Mission and Identity, Helping Our Own Fund, which helps employees facing a financial crisis.

Banner Administrative System Review—Brandon McCoy and Helen McCormack
- No updates to submit.

Campus Recreation Advisory Committee – Robert Pampel
- The Campus Recreation Committee met on Thursday of last week (Thursday, 4/26), but there were no updates. Eric Anderson introduced new staff members in his office, Jodi Seals (Assistant Director, Health Education and Promotion, and Emily Wujcik, Aquatics and Safety Coordinator). Members of the committee conversed about the expanded definition of wellness in Campus Recreation and Wellness to include physical, mental, emotional, and spiritual health. Eric intends to expand his office’s offerings in this vein, particularly now that the Health Education and Promotion function belongs entirely in his division. More details will come in the coming academic year.

Cura Steering Committee – Sue Stevens
- Has not met since Spring 2017.

Faculty/Staff Feedback Survey Task Force – Sue Stevens
- Has not met since Spring 2017.

Honorary Degrees & Special Recognition Committee—Peter Garvin
- We had a quick series of three meetings over a few weeks (April) to learn of the historical process and data, communicated about updated directions for the committee, created lists of potential nominees for honorary degrees and commencement speakers, vetted those names for historical significance as well as possible negative actions or
perceptions associated with the individuals and determined a final list to be sent to the Board of Trustees for their final review and selections for 2019 and beyond.

Magis Operational Excellence Program Steering Committee – Cyn Wise

- No updated submitted.

Medical Ad Hoc – Sue Stevens

- Has not met since Fall 2017.

Parking Issues – Elisabeth King and Mathew Campbell

- The Saint Louis University Parking Issues Committee’s latest review period (Spring 2018 Semester) included 138 appeals. Common themes for parking violations are inappropriately parking in disabled/handicapped parking, parking in loading or fire zones, and parking in incorrect lots. Please be aware of your surrounding while parking (fire lanes are generally marked with a yellow line and often have fire lane signage). A map of parking lots can be found at: https://www.slu.edu/parking/
- Also, remember to register your license plates in the Parking system – under tools in MySLU – for all cars that you will have in on-campus parking. If you have a rental (or borrowed) car, you can alert parking to this via email at parking@slu.edu. Parking will issue tickets to non-registered cars.
- If there are questions or concerns that we can help with related to parking, please reach out to either Matt Campbell (matt.campbell@health.slu.edu) and/or Elisabeth King (elisabeth.king@slu.edu).

President’s Advisory Council – Sue Stevens, Pete Garvin, Cyn Wise

- The last meeting, April 25, 2018, included discussions on the ITS Transformation updates where there was information provided by David Hakanson and Megan Greathouse-Gause of ITS. There was a general sense of frustration recognized with changes and challenges experienced as a result and items discussed on how those matters were being addressed. There was a budget update from David Heimburger which detailed expenditures anticipated in the upcoming fiscal year. There was a discussion led by Dr. Fred Pestello on the topic of a Review of Goals and the Strategic Plans of the university. There was a specific focus on reviewing the Planning Principles (Mission-driven, Open to participation, Transparent, Inclusive, Aspirational, Dynamic, and Responsive) and some of the challenges the academy faces in the competitive market place we find ourselves in.

President’s Coordinating Council – Peter Garvin

- There have been no meetings this year and may have been disbanded and replaced by the University Leadership Council (“ULC”).

President’s Diversity Council – Sandra Cornell

- The committee has been charged with the duties of reviewing and giving recommendations for change, if appropriate, to the "President’s Diversity Council’s First Annual Report and Proposed Strategic Diversity & Inclusion Plan” written in September 2010.

President’s University Leadership Council - Peter Garvin

- There was discussion by Dr. Fred Pestello regarding the recent 2018 University
Feedback Survey results and direction given for all members of the council to put together a one page, bulleted presentation on how each of the members intended to take steps and develop strategic plans they were going to produce in response to the results. All members were to provide this information a week in advance of the next meeting scheduled for May 9, 2018.

- There was also a presentation by Dean Chris Duncan on status updates on the College of Arts and Sciences.

**Sustainability Council – Delia King**
- Has not met since January, 2017.

**Tobacco Free Workforce – Ellen Weis**
- Committee has not met in a year.
- Results of surveys conducted between 2016 and 2017 show positive changes in perceptions, attitudes and behaviors from the weeks leading up to implementation of the policy in July 2016, to 2017 on year after the tobacco-free policy was initiated. In summary, the data for the survey overall show substantial (>80%) support for the tobacco-free policy across the campus community that increased by almost 10% from 2016 to 2017. The data suggest that tobacco use declined by about 5% between the two years, and perceived social acceptability of smoking on campus declined from 28% to 15%. While we cannot claim that these changes are categorically a result of the change in policy, these changes are consistent with an effect.”

**Board of Trustee Committees**

**Academic Affairs – Alexis Bruce-Staudt**
- See attached report.

**Development – Cyn Wise**
- No updated submitted.

**Business and Administrations – Sue Stevens**
- See attached report.

**Marketing and Branding – Rhonda Arl**
- See attached report.
- The discussion based around data and getting very specific with data to get very specific results and target markets moving forward and the power of social media. First, Snapchat followed closely by the second, Instagram.

**Mission and Identity – Amelia Blanton Hibner**
- At the May 2018 meeting, Fr. Chris Collins invited the Executive Director and Director of Development and Community Engagement of the Anthropedia Foundation to present on the foundation’s work and their new connections and work with SLU. Other updates from Mission and Identity were provided, including the new St. Louis Archdiocese and SLU agreement (covered in Newslink), faculty and staff development initiatives, and alumni and community engagement initiatives. The University is preparing for its Institutional Examen as part of efforts from the Association of Jesuit Colleges and Universities and the Jesuit provinces nationally.
### SAC Meeting Attendance Listing

**April 19, 2018 Meeting**

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<th>Live Meeting - Member Attendees:</th>
<th>Fuze Meeting - Member Attendees:</th>
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<tbody>
<tr>
<td>1 Arl, Rhonda</td>
<td>1 Anstoetter, Emily</td>
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<td>2 Avett, Charlotte</td>
<td>2 Cook, Mary</td>
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<td>3 Baine, Jennifer</td>
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<td>4 Barbeau, Kathy</td>
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<td>5 Blanton-Hibner, Amelia</td>
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<td>6 Butler, Christina</td>
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<td>7 Cornell, Sandra</td>
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<td>8 Dill Garvin, Debbie</td>
<td>8 Jackson, Pamela</td>
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<td>9 Filla-Taylor, JoAnn</td>
<td>9 King, Elisabeth</td>
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<td>10 Flach, Janet</td>
<td>10 Krieg, Mary</td>
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<td>11 Gallina, Tonya</td>
<td>11 Masters, Beth</td>
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<td>12 Gannon, Jan</td>
<td>12 McConnell, Kathlyn</td>
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<td>13 Garvin, Peter</td>
<td>13 McCormack, Helen</td>
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<td>14 Hrasky, Kristin</td>
<td>14 Mooneyham, Andrea</td>
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<td>15 Hummel, Melissa</td>
<td>15 Osipova, Yelena</td>
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<td>16 Krishnarao, Kavitha</td>
<td>16 Rakers, Carie</td>
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<td>17 Millinger, Rachel</td>
<td>17 Renaud, Matthew</td>
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<td>18 Newell, Jana</td>
<td>18 Roba, Allison</td>
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<td>19 Olwig, Matt</td>
<td>19 Schwartz, Dawn</td>
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<td>20 Purcell, Nicole</td>
<td>20 Sevener, Natalie</td>
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<td>21 Robinson, LaVerne</td>
<td>21 Smith, Frances Ann</td>
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<td>22 Sahaida, Amanda</td>
<td>22 Spicer, Sharon</td>
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<td>23 Stevens, Sue</td>
<td>23 Thatcher, Zack</td>
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<td>24 Stites, Rita</td>
<td>24 Toretta, Susan</td>
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<td>25 Stumpf, Joe</td>
<td>25 Vernon, Tonya</td>
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<td>26 Tinge, Steve</td>
<td>26 Walker, Kine</td>
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<td>27 Weis, Ellen</td>
<td>27 Wilson, Debra</td>
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<td>28 Wise, Cyn</td>
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<tr>
<th>Fuze Meeting Guests:</th>
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<tr>
<td>1 Young, Rachel</td>
<td>1 Gwinn, Linda</td>
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<tr>
<td>2 Siegner, Joan</td>
<td>2 Hagaman, Chrissy</td>
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**Live Meeting - Guests:**

1 Rogers, Christine

2 Siegner, Joan
Our shared vision for the School of Medicine

Set the standard for quality patient-centric care and academic excellence

Become the desired destination for faculty, staff, and students by ensuring they are developed and empowered

Grow to achieve leading financial results and a leadership position in the market, benefiting our mission, faculty, and staff
21 Remaining TEAM Initiatives

**Culture: Excellence and accountability**

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<thead>
<tr>
<th>Clinical Quality</th>
<th>Patient Access</th>
<th>Research and Education</th>
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<tbody>
<tr>
<td>TEAM 1 - Improve and standardize clinical quality across the continuum of care</td>
<td>TEAM 4 – Standardize and optimize clinical capacity - develop standards on working hours, productivity, scheduling, and Cартs</td>
<td>TEAM 6 - Sustainable research</td>
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<td>TEAM 2 - Develop standardized infrastructure for high performance in value-based payment contracts</td>
<td>TEAM 5 – Standardize policies and processes to reduce and mitigate the impact of cancellations, no shows, &amp; bumps</td>
<td>TEAM 7 - Improve and standardize Graduate Medical and Graduate Research Education</td>
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<td>TEAM 3 - Develop a standardized patient experience program</td>
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<td>TEAM 8 - Reinstate full LCME accreditation</td>
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<tr>
<th>Integrated Organization</th>
<th>Supporting Capabilities</th>
<th>Strategic Plan</th>
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<tr>
<td>TEAM 11 - Clarify SOM and SLUCare decision rights and accountabilities</td>
<td>TEAM 16 – Documentation, Coding and Billing (Compliance and Optimization)</td>
<td>TEAM 19 - Develop a 5-year roadmap to achieve ‘full-potential’ growth and patient outcomes</td>
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<td>TEAM 12 – Standardize finance and accounting policies, procedures and processes</td>
<td>TEAM 17 - Consolidate Epic EHR</td>
<td>TEAM 20 - Implement the Integrated Delivery Network Plan with SSM</td>
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<td>TEAM 13 - Improve and standardize Human Resource processes and standardize job titles</td>
<td>TEAM 18 - Transition to the Epic revenue cycle management system</td>
<td>TEAM 21 - Build the new hospital and ACC and move clinical infrastructure</td>
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<td>TEAM 14 – Standardize and centralize clinical support functions</td>
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<td>TEAM 22 - Redesign the academic campus</td>
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<td>TEAM 15 - Rollout new faculty compensation model</td>
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**DEliver Quality and Growth in Everything We Do**

*We are no longer pursuing TEAM 10 which related to the Institute Model.*
TEAM Update

- While we are still pursuing 21 TEAM initiatives, TEAM leadership is currently primarily focused on the following initiatives:
  - TEAM 6 – Sustainable Research
  - TEAM 8 - Reinstate Full LCME Accreditation [TEAM 19 regarding the development of a strategic plan for the School of Medicine is a requirement of this reinstatement]
  - TEAM 14 – Standardize and Centralize Clinical Support Functions – While the primary focus of centralization is TEAM 14 and the rollout of the Contact Center, standardization efforts are a part of virtually ALL TEAM initiatives
  - TEAM 16 – Documentation, Coding and Billing (Compliance and Optimization) – While billing and coding functions have already been centralized, there’s still work that needs to be done to train providers regarding standardized, enhanced documentation processes
  - TEAM 17 – Consolidate EPIC EHR – Go Live occurred on 4/7
  - TEAM 18 – Transition to EPIC Revenue Cycle Management System
# Team Update – Week of April 16, 2018

## Culture: Excellence and Accountability

### Clinical Quality
- TEAM 1 is preparing the Patient Safety Committee to receive education on Patient Safety Organizations and root cause analysis.
- TEAM 2 is implementing protocols and policies developed for Epic consolidation with SSM.
- TEAM 3 is meeting with other Patient Experience vendors to determine the best option.

### Patient Access
- TEAM 4 recently received great news that shows our master schedule utilization has risen dramatically since March 17. Available hours has risen by 11% and booked hours has increased 10%.
- TEAM 5 discovered that preliminary No Show data from changes on 2/19 to appointment reminders from 2 to 5 business days prior to appointment time shows a negligible effect on no show rates. There are also negligible changes to the no show rate at SSM due to no show policy enforcement. This data is helping us to direct efforts elsewhere.

### Research and Education
- TEAM 6 is in development and approval of their project charter which includes restructuring of research support operations and monies appropriated to hiring of PIs for research growth.
- TEAM 7 has received survey results back from SOM and SOM graduate trainees, giving us essential information to the forming of our project plan. We are currently building a Project Team to develop specific objectives.
- TEAM 8 is 90% complete and is in the process of finalizing the strategic plan and developing the briefing book.
- TEAM 9 is in the process of developing a survey to find interprofessional training opportunities.

### Integrated Organization
- TEAM 11 taking a fresh look at action plan given recent changes in SOM and TEAM leadership.
- TEAM 12 finalized approval of recommended best accounting practices on 4/5.
- TEAM 13 completed outline of staff and faculty recruitment and onboarding practices.
- TEAM 14 is reviewing staff allocation to make recommendations for the new contact center.
- TEAM 15 is meeting with each of the department chairs to review the new compensation model 1:1.

### Supporting Capabilities
- TEAM 16 is working with PwC to enhance training and onboarding of coding and compliance documentation for providers.
- TEAM 17 went live with the SSM instance of Epic on 4/7 and is currently working through access issues.
- TEAM 18 project charter is near completion and a proposed go-live date of July 2019 will be discussed with our SSM partners.

### Strategic Plan
- TEAM 19 has finalized the SOM strategic plan and James Willmore presented to the Executive Committee of faculty and chairs 4/9. A Just Culture committee is being created.
- TEAM 20 is working closely with SSM to create an IDN plan, which has been incorporated into the SOM strategic plan.
- TEAM 21 is continuing to meet with key team members, including interior designer, furniture vendor, equipment managers, architects.
- TEAM 22 is working with our architect partners to program space in Imagine and Drummond.
Current State Access Issues

• Phone Lines:
  • Hundreds of phone lines with little structure of an Interactive Voice Response (IVR or phone tree) in place
  • Patient voicemails are not being checked regularly
  • High abandonment rates and longer than expected ASA

• Schedules:
  • Only 66% of provider schedules are meeting a 4 hour session duration
  • Over 50% of the clinics do not have documented scheduling guidelines
  • FYTD arrived appointment rates at 58%
  • FYTD no show and same day cancellation rate at 15.9%, industry standard is 6%
  • FYTD cancellation rate at 27.6%, industry standard is 17%
  • Very few clinics utilizing a wait list and/or contacting cancelled appointments to reschedule

• Staffing:
  • Most clinics are inappropriately staffed. With hundreds of job titles and job descriptions, 70% of staff are tasked with more than 5 job responsibilities
  • Staff lack appropriate training for job responsibilities
  • Many nurses not working to top of licensure
  • Nurse Triage occurring in some clinics without documented protocols and by LPNs (out of LPN scope in state of Missouri)

• Referrals and Prior-Authorizations:
  • Write-off approx. $600,000 annually
  • Pre-visit missed opportunities equate to approx. $1M in revenue loss (ETM)
  • No standard TAT for urgent or routine referrals and prior-authorizations
  • Unknown “leakage” to other organizations (conservative reports are $1M)
Future State Access Solutions

• Phone Lines:
  • Dedicated phone line(s) for patient/community partners to contact us with a standard IVR
  • Service Level Agreements for Average Speed to Answer (30s), Average Handling Time (5-10m), Abandonment Rate (<10%)

• Schedules:
  • Full utilization of clinic schedules to increase capacity. YTD have an 11% increase
  • Schedule and referral guidelines by specialty documented and signed-off by physicians
  • Standard appointment types by specialty signed-off by physicians
  • Decreased cancellations and no-shows by lowering appt lag. Contacting canceled appointments to reschedule. 35% success rate in pilot program and $150K improvement (Just 6 clinics within this pilot)

• Staffing:
  • Clinical staff focused on providing direct patient care with nurses working to top of licensure
  • Nurse Triage utilizing Schmitt Thompson protocols within Epic
  • Standard job titles and descriptions that align with primary tasks
  • Career ladders and market competitive salaries
  • Staffing allocations by productivity standards (specialty and scope specific)

• Referrals and Prior-Authorizations:
  • Mitigate write-offs of approx. $600,000 annually
  • Pre-arrival team working pre-visit missed opportunities equate to approx. $1M in revenue loss
  • Standard TAT for routine (24-48 hours) and urgent (24 hours)
  • Reportable “leakage” to other organizations (conservative reports are $1M) and controls to improve “keepage”
Challenges and Risks to the Success

• The contact center will be FTE neutral, relying on current department and clinic staff to support this work
• This requires strong department support and collaboration as we identify staff for replacement
• This can potentially create gaps in coverage at the clinic and department level
  • A team of Site Managers, Clinic Managers, and HR are assessing current staffing levels, staff performance, industry specialty specific benchmarks for staffing levels and need for the contact center

<table>
<thead>
<tr>
<th></th>
<th>Recommend a decision or action</th>
<th>Peggy Fisher, Site Managers, Clinic Managers, HR</th>
</tr>
</thead>
<tbody>
<tr>
<td>A</td>
<td>Agree to a decision – views must be reflected in final proposal</td>
<td>Peggy Fisher, HR</td>
</tr>
<tr>
<td>P</td>
<td>Perform and be accountable once a decision is made</td>
<td>HR, Peggy Fisher</td>
</tr>
<tr>
<td>I</td>
<td>Input provided to a recommendation – views may or may not be reflected in final decision</td>
<td>Department Chairs</td>
</tr>
<tr>
<td>D</td>
<td>Decide and commit the organization to action</td>
<td>Robert Wilmott, Robert Heaney, Ali Kosydor</td>
</tr>
</tbody>
</table>
Proposed Immediate Timeline

Referrals and Prior Authorization

- Phase 1: Endocrinology, Pulmonary, Rheumatology
- Phase 2: Neurology, Psychiatry, OB/GYN
- Phase 3: OB/GYN, Cardiology, Otolaryngology

Patient Scheduling

- Phase 1: Endocrinology, Pulmonary, Rheumatology
- Phase 2: Neurology, Psychiatry, OB/GYN
- Phase 3: OB/GYN, Cardiology, Otolaryngology

Master Scheduling

- Phase 1: Endocrinology, Pulmonary, Rheumatology
- Phase 2: Neurology, Psychiatry, OB/GYN
- Phase 3: OB/GYN, Cardiology, Otolaryngology

Immediately
4-5 Weeks
Onboarding

June 2018
4-5 Weeks
Onboarding

June/July 2018
4-5 Weeks
Onboarding

Nurse Triage and Pre-Arrival Teams dependent on Epic Cadence and Prelude Implementation

Continue to phase remaining departments through December 2018
Contact Center

- Rentable Sq. Ft.: 32,856
- Usable Sq. Ft.: 28,655
- Total FTEs: ~140 (Budget Neutral) to include Nurse Triage, Patient Scheduling, Master Scheduling, Pre-Arrival, Customer Service and Referrals and Authorizations
- Annual Projected Improvement: ~$11M in 1st yr
- No Programmed Space for this Support in ACC
- Proof of Concept:
  - Current Call Center Supports 1/3 of SLUCare
  - Average Speed to Answer from 1:21s to :21s
  - Scheduling Accuracy of ~95%
  - Referrals and Authorization Pilot with Turn Around Times of 24-48 hours
  - 35% Reschedule Rate of Cancellations
Prior-Authorization and Patient Scheduling Teams are “specialty-based pods”. We are also assessing “spans and layers” of leadership which will reduce the overhead expense.
Staffing Allocations

• The Contact Center is only successful if there is strong collaboration and support from the departments
• We are committed to working closely with key stakeholders in each department to ensure gaps are identified and addressed
• This is not just about identifying staff for the Contact Center; this will ensure we have adequate clinic staffing, as well
• Process:

  Review Time Study → Assess Contact Center Need → Assess Clinical Staff Need with Industry Specialty Specific Benchmarks → Identified Qualified Staff
  Allocate Appropriate Staffing ← Reclass Staff and Address Clinical Gaps ← Approval from Departments
DRAFT Staffing Career Ladders

- The Contact Center gives staff the opportunity to advance in their career with clear career ladders, function-specific training and ability to make lateral career moves, all while improving job satisfaction and turn-over.
Example Workflows

**Referral (No Authorization Required)**
- Referral team works from referral work queue in Epic
- Referral obtained and put in a RTS (ready to schedule) status
- Scheduling team contacts patient for mutually agreeable time for an appointment

**Referral (Authorization Required)**
- Referral team works from referral work queue in Epic
- Referral obtained and sent to Authorization team
- Authorization team (specialized by pods) works authorization through web portals, phone calls, peer to peer.
- Obtain authorization and put in a RTS status in work queue
- Scheduling team contacts patient for mutually agreeable time for an appointment
Service Level Agreements (SLAs)

• **Referrals and Prior-Authorizations**
  - Urgent – 24 hours
  - Routine – 48-72 hours

• **Patient Scheduling**
  - Average Speed to Answer (ASA) - <30s
  - Call Abandonment Rate - <5%
  - Scheduling Accuracy – 95%
Results to Action
Key Principles

1. Results require interpretation
2. You are the experts
3. Keep the process simple
16 days
administration between February 12 to February 28

57%
Response Rate
58% of Full-Time/Part-Time Staff

78 items
43 items comparable to 2014
59 items comparable to 2016

17 categories

2,439
1,574 FT/PT Staff completed the survey

1 Comment Question
Willis Towers Watson Algorithm
Results Summary
Staff (1,574) - Scores based on Total Favorable

Results vs. Staff 2016
10 Out Of 14 Categories Have Declined

Most Improved
- Supervision 4*
- Civility 3*
- Diversity 1

Most Declined
- Shared Governance -15*
- Communication -12*
- Leadership -10*

Results vs. Universities Norm
8 Out Of 13 Categories Are Below

Most Favorable
- Diversity 7*
- Equity 5*
- Career Development 4*

Least Favorable
- Leadership -11*
- Morale -10*
- Operational Effectiveness -6*

Sustainable Engagement
76
Staff 2016: -3%
SLU Overall: 2
Universities Norm: -3%

Strengths
- Diversity, Supervision, Sustainable Engagement

Opportunities
- Leadership, Operational Effectiveness
## Strengths and Opportunities

### Staff (1,574)

#### Strengths

<table>
<thead>
<tr>
<th></th>
<th>% Favorable</th>
<th>2016 Staff</th>
<th>SLU Overall</th>
<th>Global Norm</th>
</tr>
</thead>
<tbody>
<tr>
<td>11</td>
<td>95</td>
<td>0</td>
<td>0</td>
<td>4*</td>
</tr>
<tr>
<td>3</td>
<td>84</td>
<td>3*</td>
<td>1</td>
<td>7*</td>
</tr>
<tr>
<td>7</td>
<td>72</td>
<td>5*</td>
<td>2</td>
<td>4*</td>
</tr>
</tbody>
</table>

We should continue to build on these.

#### Opportunities

<table>
<thead>
<tr>
<th></th>
<th>% Favorable</th>
<th>2016 Staff</th>
<th>SLU Overall</th>
<th>Global Norm</th>
</tr>
</thead>
<tbody>
<tr>
<td>24</td>
<td>47</td>
<td>-11*</td>
<td>3</td>
<td>-18*</td>
</tr>
<tr>
<td>26</td>
<td>57</td>
<td>-15*</td>
<td>2</td>
<td>-13*</td>
</tr>
<tr>
<td>46</td>
<td>63</td>
<td>n/a</td>
<td>0</td>
<td>-13*</td>
</tr>
</tbody>
</table>

These are our priority areas to focus on.

*These questions were chosen through an advanced algorithm that incorporates trends over time, difference from internal and external benchmarks, and predictive modelling of engagement and performance metrics, where available.*
# Key Drivers - Sustainable Engagement

**Staff (1,574)**

<table>
<thead>
<tr>
<th></th>
<th>Staff 2016 (1,852)</th>
<th>SLU Overall (2,533)</th>
<th>Universities Norm (36,354)</th>
<th>Total Favorable Score</th>
</tr>
</thead>
<tbody>
<tr>
<td>Empowerment</td>
<td>-2</td>
<td>2</td>
<td>-1</td>
<td>65</td>
</tr>
<tr>
<td>Image</td>
<td>-5*</td>
<td>2</td>
<td>0</td>
<td>72</td>
</tr>
<tr>
<td>Operational Effectiveness</td>
<td>n/a</td>
<td>3</td>
<td>-6*</td>
<td>63</td>
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</table>

**Sustainable Engagement**
# Key Driver Questions - Sustainable Engagement

**Staff (1,574)**

<table>
<thead>
<tr>
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<th>Universities Norm (36,354)</th>
<th>Total Favorable Score</th>
</tr>
</thead>
<tbody>
<tr>
<td>0</td>
<td>4</td>
<td>6</td>
<td>68</td>
</tr>
<tr>
<td>n/a</td>
<td>4</td>
<td>n/a</td>
<td>68</td>
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<tr>
<td>-7</td>
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<td>89</td>
</tr>
<tr>
<td>n/a</td>
<td>0</td>
<td>-13</td>
<td>63</td>
</tr>
<tr>
<td>n/a</td>
<td>2</td>
<td>n/a</td>
<td>55</td>
</tr>
</tbody>
</table>

**Empowerment:** I am satisfied with my involvement in decisions that affect my work.

**Empowerment:** I feel encouraged to come up with new and better ways of doing things.

**Image:** I believe SLU is fulfilling its Mission.

**Image:** I understand how my work contributes to the University's Mission.

**Operational Effectiveness:** The work in my Department is well organized.

**Operational Effectiveness:** In the last year, my Workgroup Leadership has improved our work processes.
Selected Results
## Categories vs. Multiple Benchmarks

**Staff (1,574)**

<table>
<thead>
<tr>
<th>Category</th>
<th>Total Favorable Score</th>
<th>Staff 2016 (1,852)</th>
<th>Staff 2014 (1,562)</th>
<th>SLU Overall (2,533)</th>
<th>University Staff Norm (23,113)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Career Development</td>
<td>74</td>
<td>-3*</td>
<td>-2</td>
<td>0</td>
<td>7*</td>
</tr>
<tr>
<td>Change Management</td>
<td>52</td>
<td>n/a</td>
<td>n/a</td>
<td>3</td>
<td>n/a</td>
</tr>
<tr>
<td>Civility</td>
<td>76</td>
<td>3*</td>
<td>3*</td>
<td>2</td>
<td>n/a</td>
</tr>
<tr>
<td>Communication</td>
<td>61</td>
<td>-12*</td>
<td>0</td>
<td>3</td>
<td>-2</td>
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<tr>
<td>Diversity</td>
<td>84</td>
<td>1</td>
<td>1</td>
<td>2</td>
<td>7*</td>
</tr>
<tr>
<td>Empowerment</td>
<td>65</td>
<td>-2</td>
<td>2</td>
<td>2</td>
<td>-1</td>
</tr>
<tr>
<td>Equity</td>
<td>65</td>
<td>-1</td>
<td>3</td>
<td>1</td>
<td>5*</td>
</tr>
<tr>
<td>Image</td>
<td>72</td>
<td>-5*</td>
<td>-5*</td>
<td>2</td>
<td>-2*</td>
</tr>
<tr>
<td>Leadership</td>
<td>53</td>
<td>-10*</td>
<td>-9*</td>
<td>1</td>
<td>-8*</td>
</tr>
<tr>
<td>Morale</td>
<td>37</td>
<td>-6*</td>
<td>-9*</td>
<td>2</td>
<td>-13*</td>
</tr>
<tr>
<td>Operational Effectiveness</td>
<td>63</td>
<td>n/a</td>
<td>n/a</td>
<td>3</td>
<td>n/a</td>
</tr>
<tr>
<td>Retention</td>
<td>66</td>
<td>-7*</td>
<td>-5*</td>
<td>1</td>
<td>-3*</td>
</tr>
<tr>
<td>Shared Governance</td>
<td>32</td>
<td>-15*</td>
<td>-10*</td>
<td>2</td>
<td>n/a</td>
</tr>
<tr>
<td>Supervision</td>
<td>75</td>
<td>4*</td>
<td>5*</td>
<td>1</td>
<td>0</td>
</tr>
<tr>
<td>Sustainable Engagement</td>
<td>76</td>
<td>-3*</td>
<td>-3*</td>
<td>2</td>
<td>-2</td>
</tr>
<tr>
<td>Working Relationships</td>
<td>66</td>
<td>0</td>
<td>1</td>
<td>1</td>
<td>-4*</td>
</tr>
</tbody>
</table>
Selected Results: Opportunities
## Benchmark Summary

**Staff (1,574)**

<table>
<thead>
<tr>
<th>Change Management</th>
<th>Total Favorable</th>
<th>Staff 2016 (1,852)</th>
<th>Staff 2014 (1,562)</th>
<th>SLU Overall (2,533)</th>
<th>University Staff Norm (23,113)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Thinking of the changes that SLU has experienced in the past year, these changes were well implemented.</td>
<td>52</td>
<td>n/a</td>
<td>n/a</td>
<td>3</td>
<td>n/a</td>
</tr>
<tr>
<td>Thinking of the changes that my Department has experienced in the past year, these changes were well implemented.</td>
<td>34</td>
<td>n/a</td>
<td>n/a</td>
<td>4*</td>
<td>n/a</td>
</tr>
<tr>
<td>SLU has the ability to quickly adapt to changes within our industry.</td>
<td>47</td>
<td>n/a</td>
<td>n/a</td>
<td>1</td>
<td>n/a</td>
</tr>
<tr>
<td>I believe dealing with change is an important part of my daily work.</td>
<td>84</td>
<td>n/a</td>
<td>n/a</td>
<td>6*</td>
<td>n/a</td>
</tr>
<tr>
<td></td>
<td>85</td>
<td>n/a</td>
<td>n/a</td>
<td>2*</td>
<td>n/a</td>
</tr>
</tbody>
</table>

**SAINT LOUIS UNIVERSITY**
## Benchmark Summary (1 of 2)

Staff (1,574)

<table>
<thead>
<tr>
<th>Leadership</th>
<th>Total Favorable</th>
<th>Staff 2016 (1,852)</th>
<th>Staff 2014 (1,562)</th>
<th>SLU Overall (2,533)</th>
<th>University Staff Norm (23,113)</th>
</tr>
</thead>
<tbody>
<tr>
<td>6 Senior Leadership is interested in the well-being of the University community.</td>
<td>53</td>
<td>-10*</td>
<td>-6*</td>
<td>1</td>
<td>-8*</td>
</tr>
<tr>
<td>15 Faculty and staff at SLU are treated with respect, regardless of their job.</td>
<td>60</td>
<td>-13*</td>
<td>-8*</td>
<td>1</td>
<td>2</td>
</tr>
<tr>
<td>21 As a result of this survey, I think Senior Leadership will act on problems identified.</td>
<td>58</td>
<td>-4*</td>
<td>-5*</td>
<td>-3</td>
<td>-6*</td>
</tr>
<tr>
<td>24 Senior Leadership provides a clear sense of direction.</td>
<td>42</td>
<td>-8*</td>
<td>-5*</td>
<td>2</td>
<td>-13*</td>
</tr>
<tr>
<td>26 Regarding SLU’s Mission, I believe Senior Leadership decisions are consistent with the Mission.</td>
<td>57</td>
<td>-15*</td>
<td>-5*</td>
<td>2</td>
<td>-16*</td>
</tr>
</tbody>
</table>
## Benchmark Summary (2 of 2)

**Staff (1,574)**

<table>
<thead>
<tr>
<th>Leadership</th>
<th>Total Favorable</th>
<th>Staff 2016 (1,852)</th>
<th>Staff 2014 (1,562)</th>
<th>SLU Overall (2,533)</th>
<th>University Staff Norm (23,113)</th>
</tr>
</thead>
<tbody>
<tr>
<td><em>Looking ahead to the next year or so, I think SLU will:</em></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Change For The Better</td>
<td>35</td>
<td>-8*</td>
<td>-21*</td>
<td>1</td>
<td>-12*</td>
</tr>
<tr>
<td>Stay The Same</td>
<td>41</td>
<td>2</td>
<td>9*</td>
<td>1</td>
<td>4*</td>
</tr>
<tr>
<td>Change For The Worse</td>
<td>15</td>
<td>5*</td>
<td>11*</td>
<td>-3*</td>
<td>7*</td>
</tr>
<tr>
<td>No Opinion</td>
<td>10</td>
<td>1</td>
<td>1</td>
<td>1</td>
<td>2*</td>
</tr>
</tbody>
</table>
## Benchmark Summary

**Staff (1,574)**

<table>
<thead>
<tr>
<th>Operational Effectiveness</th>
<th>Total Favorable</th>
<th>Staff 2016 (1,852)</th>
<th>Staff 2014 (1,562)</th>
<th>SLU Overall (2,533)</th>
<th>University Staff Norm (23,113)</th>
</tr>
</thead>
<tbody>
<tr>
<td>46 The work in my Department is well organized.</td>
<td>63</td>
<td>n/a</td>
<td>n/a</td>
<td>3</td>
<td>n/a</td>
</tr>
<tr>
<td>49 In the last year, my Workgroup Leadership has improved our work processes.</td>
<td>55</td>
<td>n/a</td>
<td>n/a</td>
<td>2</td>
<td>n/a</td>
</tr>
<tr>
<td>51 Despite the workload, people in my Workgroup make time to reflect on how the work is going.</td>
<td>65</td>
<td>n/a</td>
<td>n/a</td>
<td>4*</td>
<td>n/a</td>
</tr>
<tr>
<td>55 My department has taken actions that have improved our productivity (i.e., managing people, time and money for greatest effectiveness).</td>
<td>59</td>
<td>n/a</td>
<td>n/a</td>
<td>3</td>
<td>n/a</td>
</tr>
<tr>
<td>59 People in my Workgroup continually work to ensure our processes are as efficient as possible.</td>
<td>71</td>
<td>n/a</td>
<td>n/a</td>
<td>4*</td>
<td>n/a</td>
</tr>
</tbody>
</table>
## Benchmark Summary

**Staff** (1,574)

<table>
<thead>
<tr>
<th>Shared Governance</th>
<th>Total Favorable</th>
<th>Staff 2016 (1,852)</th>
<th>Staff 2014 (1,562)</th>
<th>SLU Overall (2,533)</th>
<th>University Staff Norm (23,113)</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>32</td>
<td>-15*</td>
<td>-10*</td>
<td>2</td>
<td>n/a</td>
</tr>
</tbody>
</table>

An atmosphere of trust exists between the faculty/staff and Senior Leadership.
Selected Results: Strengths
## Benchmark Summary

**Staff (1,574)**

<table>
<thead>
<tr>
<th>Career Development</th>
<th>Total Favorable</th>
<th>Staff 2016 (1,852)</th>
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<th>SLU Overall (2,533)</th>
<th>University Staff Norm (23,113)</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 I believe I have the opportunity for personal development and growth at SLU.</td>
<td>74</td>
<td>-3*</td>
<td>-2</td>
<td>0</td>
<td>7*</td>
</tr>
<tr>
<td>61 I think my performance on the job is evaluated fairly.</td>
<td>69</td>
<td>-5*</td>
<td>-8*</td>
<td>-1</td>
<td>3*</td>
</tr>
<tr>
<td></td>
<td>80</td>
<td>-1</td>
<td>4*</td>
<td>2</td>
<td>10*</td>
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</table>
## Benchmark Summary

**Staff (1,574)**

<table>
<thead>
<tr>
<th>Civility</th>
<th>Total Favorable</th>
<th>Staff 2016 (1,852)</th>
<th>Staff 2014 (1,562)</th>
<th>SLU Overall (2,533)</th>
<th>University Staff Norm (23,113)</th>
</tr>
</thead>
<tbody>
<tr>
<td>I feel confident that uncivil behavior (e.g., bullying, hostile or abusive comments) in my Department will be addressed.</td>
<td>71</td>
<td>3</td>
<td>2</td>
<td>1</td>
<td>n/a</td>
</tr>
<tr>
<td>I could report instances of uncivil behavior (e.g., bullying, hostile or abusive comments) to the appropriate level of authority without fear of reprisal.</td>
<td>69</td>
<td>-1</td>
<td>4</td>
<td>0</td>
<td>n/a</td>
</tr>
<tr>
<td>I am aware of the Cura program (fostering a culture of understanding, respect, and appreciation).</td>
<td>86</td>
<td>7</td>
<td>n/a</td>
<td>5</td>
<td>n/a</td>
</tr>
</tbody>
</table>
## Benchmark Summary

**Staff (1,574)**

<table>
<thead>
<tr>
<th>Diversity</th>
<th>Total Favorable</th>
<th>Staff 2016 (1,852)</th>
<th>Staff 2014 (1,562)</th>
<th>SLU Overall (2,533)</th>
<th>University Staff Norm (23,113)</th>
</tr>
</thead>
<tbody>
<tr>
<td>My Workgroup Leadership supports diversity in the workplace (recognizing and respecting the value of human differences).</td>
<td>84</td>
<td>1</td>
<td>1</td>
<td>2</td>
<td>7*</td>
</tr>
<tr>
<td>At SLU, we believe that having a diverse, inclusive workforce is important to our success.</td>
<td>84</td>
<td>-2</td>
<td>-2</td>
<td>3*</td>
<td>n/a</td>
</tr>
</tbody>
</table>
# Benchmark Summary

**Staff (1,574)**

<table>
<thead>
<tr>
<th>Supervision</th>
<th>Total Favorable</th>
<th>Staff 2016 (1,852)</th>
<th>Staff 2014 (1,562)</th>
<th>SLU Overall (2,533)</th>
<th>University Staff Norm (23,113)</th>
</tr>
</thead>
<tbody>
<tr>
<td>My Workgroup Leadership does a good job of promoting teamwork.</td>
<td>75</td>
<td>4*</td>
<td>5*</td>
<td>1</td>
<td>0</td>
</tr>
<tr>
<td>My Workgroup Leadership effectively works with people who are different from him- or herself.</td>
<td>72</td>
<td>5*</td>
<td>5*</td>
<td>2</td>
<td>5*</td>
</tr>
<tr>
<td>My Workgroup Leadership treats me with respect.</td>
<td>76</td>
<td>4*</td>
<td>4*</td>
<td>2</td>
<td>-2</td>
</tr>
<tr>
<td>My Workgroup Leadership gives me regular feedback on my performance.</td>
<td>85</td>
<td>3*</td>
<td>6*</td>
<td>1</td>
<td>0</td>
</tr>
<tr>
<td></td>
<td>66</td>
<td>n/a</td>
<td>n/a</td>
<td>0</td>
<td>-2</td>
</tr>
</tbody>
</table>
University-Level Priorities & Next Steps
Key Priorities

- **Decreased Morale**: Within departments, and SLU overall, morale has decreased since 2014.

- **Operational Efficiency**: Faculty and staff see obstacles that hinder their ability to perform well, they are lacking resources to perform effectively, and the work in their department is not organized.

- **Change Management**: While change is viewed as instrumental to our success, changes at the department-level and University-level could have been implemented more effectively and the University is still not able to adapt quickly to changes in our industry.

- **Leadership & Communication**: There needs to be better communication providing more clarity about the University’s direction; members of our community need the opportunity to speak about changes they believe should to be made without fear of retribution; and while we need everyone to understand leadership’s commitment to acting on survey results to improve our climate – we all have a role to play in driving positive change.
Next Steps

• **Share Results**
  - Hold town halls and presentations to share University-level and unit-level results with our community.

• **Gather Additional Insights**
  - Conduct focus groups to seek additional input on the key priorities, how we can affect change and what actions would have the greatest impact on the day-to-day experiences of our community.

• **Plan & Implement Changes**
  - Create an action plan that responds to these concerns and addresses the key priorities.
  - Support change and innovation at the University level to ensure leaders and managers are equipped to follow through on action plans.
Thoughts, Reactions & Ideas
Reactions

• What are 1-3 actions that we can take to make SLU an even better place to work?

• What is going well that the University needs to continue doing?

• What recommendations do you have for improving the survey and/or survey process?
Appendix: Group Sizes, Report Structure & Survey Definitions
## Group Sizes

**Staff (1,574)**

### Benchmarks

<table>
<thead>
<tr>
<th>Category</th>
<th>Count</th>
<th>Benchmark</th>
<th>Count</th>
</tr>
</thead>
<tbody>
<tr>
<td>Staff 2016</td>
<td>1,852</td>
<td>Universities Norm.</td>
<td>36,354</td>
</tr>
<tr>
<td>Staff 2014</td>
<td>1,562</td>
<td>University Faculty Norm.</td>
<td>8,595</td>
</tr>
<tr>
<td>SLU Overall</td>
<td>2,533</td>
<td>University Staff Norm.</td>
<td>23,113</td>
</tr>
</tbody>
</table>

### Employee Class

<table>
<thead>
<tr>
<th>Class</th>
<th>Count</th>
<th>Benchmark</th>
</tr>
</thead>
<tbody>
<tr>
<td>Full-Time</td>
<td>1,514</td>
<td>Madrid</td>
</tr>
<tr>
<td>Part-Time</td>
<td>28</td>
<td></td>
</tr>
</tbody>
</table>

### Faculty Clinical or Research

<table>
<thead>
<tr>
<th>Category</th>
<th>Count</th>
<th>Benchmark</th>
</tr>
</thead>
<tbody>
<tr>
<td>Neither Clinical or Research</td>
<td>16</td>
<td>N/A</td>
</tr>
</tbody>
</table>

### SLUCare or NonSLUCare

<table>
<thead>
<tr>
<th>Category</th>
<th>Count</th>
<th>Benchmark</th>
</tr>
</thead>
<tbody>
<tr>
<td>Non-SLUCare</td>
<td>1,119</td>
<td></td>
</tr>
<tr>
<td>SLUCare</td>
<td>455</td>
<td></td>
</tr>
</tbody>
</table>

### Length of Service

<table>
<thead>
<tr>
<th>Service Duration</th>
<th>Count</th>
<th>Other Duration</th>
<th>Count</th>
</tr>
</thead>
<tbody>
<tr>
<td>Less than 6 months service</td>
<td>107</td>
<td>10 years but less than 15 years service</td>
<td>195</td>
</tr>
<tr>
<td>6 months but less than 1 year service</td>
<td>71</td>
<td>15 years but less than 20 years service</td>
<td>169</td>
</tr>
<tr>
<td>1 year but less than 5 years service</td>
<td>476</td>
<td>20 years or more service</td>
<td>205</td>
</tr>
<tr>
<td>5 years but less than 10 years service</td>
<td>351</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

### Gender

<table>
<thead>
<tr>
<th>Gender</th>
<th>Count</th>
</tr>
</thead>
<tbody>
<tr>
<td>Female</td>
<td>1,136</td>
</tr>
<tr>
<td>Male</td>
<td>438</td>
</tr>
</tbody>
</table>

### Age

<table>
<thead>
<tr>
<th>Age Duration</th>
<th>Count</th>
</tr>
</thead>
<tbody>
<tr>
<td>Less than 25 yrs of age</td>
<td>26</td>
</tr>
<tr>
<td>25 yrs but less than 35 yrs of age</td>
<td>325</td>
</tr>
</tbody>
</table>
# How to Read Results

**Scores**

Scores shown are the total Percent Favorable (typically the top two options), or the Top Box. For example:

<table>
<thead>
<tr>
<th>Agree</th>
<th>Tend to Agree</th>
<th>?</th>
<th>Tend to Disagree</th>
<th>Disagree</th>
</tr>
</thead>
<tbody>
<tr>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
</tr>
</tbody>
</table>

Top Box + Other Favorable

**Differences and Colors**

Differences to norms are shown as % points. Norms may include past surveys, parent groups, industry, national or high performance benchmarks.

## For example:

<table>
<thead>
<tr>
<th>Total Favorable Score</th>
<th>Historical</th>
<th>Parent Group</th>
<th>Company Overall</th>
<th>Industry Norm</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Employee Engagement</strong></td>
<td>76</td>
<td>-8*</td>
<td>3*</td>
<td>-10*</td>
</tr>
<tr>
<td>3</td>
<td>n/a</td>
<td>1</td>
<td>-9*</td>
<td>2*</td>
</tr>
<tr>
<td>I have a good understanding of our goals. 🌟</td>
<td>74</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>12</td>
<td>1</td>
<td>4*</td>
<td>-1</td>
<td>0</td>
</tr>
<tr>
<td>I have a good understanding of how my job contributes to achieving our goals. 🔹</td>
<td>78</td>
<td>1</td>
<td>-1</td>
<td>0</td>
</tr>
</tbody>
</table>

## Icons (if applicable)

- # When a question number is shown in red it is a priority issue.
- 🌟 Strategic Priority Question
- 🔹 Key driver question.
- (N) On some questions disagreeing is the favorable response.
- n/a Score not available

*Statistically significant* differences are indicated with asterisks and darker colors. They are meaningful differences, where we are 95% confident it did not occur by chance. The cut-off for significance varies according to the size of the groups being compared. Small groups require a bigger difference for it to be significant.

- -10* Significantly lower vs comparison
- -1 Lower, but not significant
- 0 No Difference
- 1 Higher, but not significant
- 10* Significantly higher vs comparison
Statistically significant differences

- A statistical test applied in the reports to compare survey scores for different groups (for categories and individual items)
- The "*" and color (green=positive; red=negative) indicate a result is statistically significant
  - There is less than a 5% chance that such a difference would occur at random
- Statistically significant differences can be interpreted as reliable, or "real" differences
- Factors affecting statistical significance include:
  - The magnitude of the difference in survey scores
  - The size of the groups being compared
  - Extremely high or low scores
- However, not all statistically significant differences are practically significant so there is a need to consider meaningful differences

Chart Legend

- Statistically Significant Difference (+)
- Difference (+)
- Difference not necessarily favorable or unfavorable
- Difference (-)
- Statistically Significant Difference (-)

* Asterisk denotes statistical significance
### Normative benchmarks used in Comparison

<table>
<thead>
<tr>
<th>Norm</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>WILLIS TOWERS WATSON GLOBAL UNIVERSITIES NORM</td>
<td>The Willis Towers Watson Global Universities Norm is comprised of a weighted average of employee survey results from faculty and staff employees in a cross-section of Universities. The data are derived from recent client studies conducted by Willis Towers Watson and are updated annually.</td>
</tr>
<tr>
<td>WILLIS TOWERS WATSON GLOBAL UNIVERSITIES FACULTY NORM</td>
<td>The Willis Towers Watson Global Universities Faculty Norm is comprised of a weighted average of employee survey results from faculty employees in a cross-section of Universities. The data are derived from recent client studies conducted by Willis Towers Watson and are updated annually.</td>
</tr>
<tr>
<td>WILLIS TOWERS WATSON GLOBAL UNIVERSITIES STAFF NORM</td>
<td>The Willis Towers Watson Global Universities Staff Norm is comprised of a weighted average of employee survey results from staff employees in a cross-section of Universities. The data are derived from recent client studies conducted by Willis Towers Watson and are updated annually.</td>
</tr>
</tbody>
</table>

**Representative universities:** Loyola University Chicago, University of California, London Metropolitan University, University of Notre Dame
## Survey Definitions

<table>
<thead>
<tr>
<th>Term</th>
<th>Definition</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Work group</strong></td>
<td>refers to the team, program or department you work with on a day-to-day basis.</td>
</tr>
<tr>
<td><strong>Department</strong></td>
<td>refers to the organizational unit or function in which you work, and of which your work group is a part.</td>
</tr>
<tr>
<td><strong>SLU</strong></td>
<td>refers to the SLU community as a whole (St. Louis and Madrid campuses).</td>
</tr>
<tr>
<td><strong>Workgroup Leadership</strong></td>
<td>refers to the person who has primary responsibility for overseeing or managing your activities. For staff, this is the person to whom you report to on a day-to-day basis and who provides your performance evaluation. For faculty this could include your department chair, director or dean.</td>
</tr>
<tr>
<td><strong>Senior Leadership</strong></td>
<td>refers to the Senior leadership of SLU, including the President and Vice Presidents.</td>
</tr>
<tr>
<td><strong>Shared Governance</strong></td>
<td>refers to ability to participate in planning and decision-making processes that affect the administration and academic mission of SLU.</td>
</tr>
</tbody>
</table>
Board of Trustees – Business and Administration Committee

This committee met on May 3, 2018 and discussed the proposed Contact Center for SLUCare. The concept and information were presented by Ali Kosydor, Chief Clinical Transformation Officer for SLUCare.

The purpose of the Contact Center is to improve patient care, patient access, staff and provider satisfaction.

The contact center would:

- Be responsible for referrals and prior-authorizations.
- Patient scheduling
  - Reduce the average speed to answer calls
  - Improve call abandonment rate
  - Improve scheduling accuracy

The contact center would also allow for staffing career ladders to give staff the opportunity to advance in their career.

Ms. Kosydor presented the relevant metrics that would be monitored to signify success and the projected financial impact to SLUCare’s bottom line.

Mickey Luna and Patrick Maloney presented the most recent University feedback survey results. Dr. Pestello indicated that he charged each unit and supervisor with presenting the results to their units, devising and implementing and action plan for improvement.

David Heimberger gave a brief overview of the FY 19 budget.
• **New Academic Programs Proposed:** A Master of Arts in Chemical Biology, Master of Science in Chemical Biology, and Bachelor of Science in Chemical Biology & Pharmacology (collaboration/partnership across A&S and SOM) were discussed and recommended for approval to the full Board of Trustees for final decision.

• **Provost’s Report:** Dr. Brickhouse highlighted several updates this meeting to include:
  o **Provost Scorecard:** These are academic metrics that encompass student, faculty, financial, and other indicators.
  o **Research Dashboard:** Dr. Brickhouse referred meeting participants to the document from OVPR. She also briefly mentioned the Big Ideas opportunity offered by OVPR for SLU faculty that resulted in 38 proposals with funding announcements just recently being awarded to teams.
  o **Student Enrollment Dashboard:** Dr. Brickhouse referred meeting participants to the document about enrollment, retention, and admission trends in their packet.
  o **Accreditation HLC Update:** University finalized a common set of student learning outcomes and the new Core Director will be announced today to the SLU community.
  o **Online Development Timeline:** The Distance Education Advisory Committee, led by Tracy Chapman, has been working on regulatory compliance related to online academic programs.
  o **Historical Change in Net Tuition Revenue:** Dr. Brickhouse discussed how the University is improving in this area.

• **Climate Survey:** Mickey Luna and Patrick Maloney covered a brief background and overview of the results to the most recent SLU climate survey.

This committee is not meeting again until the fall of 2018.
SAINT LOUIS UNIVERSITY

Marketing and Branding Report
May 2018

SUMMARY

With this report, we also share the Marketing and Communications Key Performance Indicators (KPI) Dashboard that ties directly to the new division strategic plan, which we have shared with the committee in recent meetings. This dashboard assists the division in both tracking our marketing and communications activities, but also in providing information that will affect future strategy decisions.

| Objective 1: Focus on supporting student/patient recruitment, fundraising and brand awareness |
|-----------------------------------------------|---------|---------|-----------------------------------------------|
| KPI                                           | FY18 Q3 | FY17 Q3 | Notes/Benchmarks                             |
| # of freshman applications                    | 9,528   | 10,349  |                                               |
| # of clinical encounters – SLUCare            | 325,646 | 314,260 |                                               |
| # of new patient appointments to SLUCare      | 46,824  | N/A     |                                               |
| SLU Brand Favorability rating*                | 55.9%   | N/A     | First year for brand survey                   |
| # of mentions in all media                    | 32,753  | 36,781  |                                               |
| # of mentions in local outlets                | 4,751   | 5,160   |                                               |

| Objective 2: Use metrics and data to inform all strategies; measure and share outcomes whenever possible |
| Review quarterly dashboards to track success of goals and tactics | Completed |

| Objective 3: Use and share best practices in consulting with other marketing units |
| KPI                                           | FY18 Q3 | FY17 Q3 | Notes/Benchmarks                             |
| # of unique pageviews to Marcom pages         | 20,742  | 24,830  |                                               |

| Objective 4: Ensure SLU brand and brand assets remain relevant and leading edge |
| KPI                                           | FY18 Q3 | FY17 Q3 | Notes/Benchmarks                             |
| $S of royalty revenue for SLU merchandise     | 573,925 | 571,918 |                                               |
| # of media mentions related to research       | 7,951   | 8,519   |                                               |
| # of social media posts with engagement above 1% | 98.9 | N/A  | Rational benchmark is 1%                      |

| Objective 5: Position the website as SLU’s top marketing tool and continue to optimize the user experience |
| KPI                                           | FY18 Q3 | FY17 Q3 | Notes/Benchmarks                             |
| # of slu.edu sessions (external only)         | 3,638,617 | 3,508,275 |                                               |
| # of slu.edu pageviews (external only)        | 11,178,012 | 13,198,028 | Note: # of pages reduced in migration |
| # of slucare.edu sessions (external only)     | 232,874  | 349,681  |                                               |
| # of slucare.edu pageviews (external only)    | 481,737  | 574,409  |                                               |
| # of conversion pages visits (apply, visit, request Info) | 401,970 | 434,848 |                                               |
| MozRank Score Rank (slu.edu /home)            | 6.46     | N/A     |                                               |
| Website customer satisfaction scores among prospective students | 77.1 | N/A  | A measure of SEO value                        |

| Objective 6: Increase the use of digital and social marketing |
| KPI                                           | FY18 Q3 | FY17 Q3 | Notes/Benchmarks                             |
| % of all media spend on social and digital marketing | 54% | N/A |                                               |
| Avg. display ad click-through rate            | 0.62%    | 0.61%   | Benchmark: 0.11 (higher ed.)                  |
| # of digital / social ad. conversions         | 52,620   | 6,833   |                                               |
| Digital/social avg. cost per acquisition      | $1.04    | $1.00   | Facebook dominates social referrals          |
| # of social media referrals to website        | 104,300  | 121,539 |                                               |

| Objective 7: Enhance use of all channels for internal and external communications |
| KPI                                           | FY18 Q3 | FY17 Q3 | Notes/Benchmarks                             |
| Newslink open rate for st. Louis faculty/staff | 9.70%   | N/A     |                                               |
| SLUCare email open rate                       |         |         |                                               |
| SEO impact score of earned media              | 57      | 57      |                                               |
| # of shares (social amplification)            | 2,318,356 | 1,271,862 |                                               |
| % of positive/neutral news coverage           | 98      | 90      |                                               |
| # of issues managed                           | 22      |         |                                               |

| Objective 8: Invest in staff development and in technology to increase operational effectiveness |
| KPI                                           | FY18 Q3 | FY17 Q3 | Notes/Benchmarks                             |
| Feedback Survey Sustainable Engagement score FY18 vs. FY16** | 81 | 78 |                                               |
| # of awards won by Marcom staff               | 18      |         |                                               |
SLUCARE MARKETING

Through Q3, the number of clinical encounters (patient visits) in SLUCare rose to 325,646, an increase of 3.9 percent from the same period in FY17. That number includes 46,824 in new patient appointments.

Working with the SLUCare CEO we continue to work on receiving regular practice data to help inform marketing decisions. Aside from marketing the SLUCare brand, we want to focus on areas of the practice that have capacity and shorter waits for appointments.

A new qualitative study of the SLUCare brand was completed in early spring. Study respondents felt that SLUCare has top-notch physicians perceived on a par with Washington University Physicians. Being affiliated with a well-known practice is clearly seen as a plus. There was some uncertainty about all of the different locations where our physicians practice, and there were mixed responses to experiences with office and hospital staff. The study also looked at the patient decision-making process when choosing a physician. Quality, insurance, location and physician gender were found to be important factors. More than ever, prospective patients are using the Internet to learn about their diagnosis and research physicians.

INTERNAL COMMUNICATIONS

This spring’s faculty and staff feedback survey again points out the need to focus on internal communications at every level. Before the end of the semester, we will be sending out an internal communications survey to faculty and staff to get input on ways we can reach a higher percentage of them with our communications.

Overall, the division’s feedback survey results were more positive than in 2016, and reflect efforts to engage our staff in strategic planning, decision-making, and acting on suggestions to make our work environment more conducive to collaboration.

Respectfully submitted by: Jeff Fowler, Vice President for Marketing and Communications