

**Staff Advisory Committee
Meeting Minutes
August 18, 2016**

Call to Order: The meeting of the Staff Advisory Committee was held in Lecture Hall I, Schwitalla Hall, on the South Campus. It was called to order at 12:15 pm by Chair Sue Stevens. Sue welcomed members, visitors and guests to the meeting with a reflection.

Members Present: Annette Adams, Charlotte Avett, Jennifer Baine, Kathy Barbeau, Larry Bommarito, Susan Brown, Christina Butler, Matt Campbell, Sandra Cornell, Lauren Davis, Jennifer Elywn, Kellisa Fiala, JoAnn Filla-Taylor, Mary Frazer, Tonya Gallina, Pete Garvin, Jennifer Heckert, Delia King, Elisabeth King, Mary Krieg, Yvonne McCool, Robert McNair, Jr., Matt Olwig, Mary Lou Pereira, Alicia Rocca, Amanda Sahaida, Colleen Schneider, Sue Stevens, Joe Stumpf, Steve Tinge, Ellen Weis, Cyn Wise and Kathleen Wolf.

FUZE Attendees-Members: Emily Anstoetter, Sharon Biddle-Ferrell, Alexis Bruce-Staudt, Lori Corzine Joan Dalton, , Ashley Dorsey, Karen Fox, Sandy Gambill, Beth Glauber, Jan Herweg, Christine Luebbert, Patricia McQueen, Sally Schade, John Stiles, Zack Thacher, Susan Toretta, Elizabeth Torno, Patty Valentine, Meme Wolf, Jeanne Young.

Visitors: Ellen Borowiak, Cheryl Gower, Wendy LaBenne, Allese McVay, Damon Powells.

FUZE Attendees-Visitors: Daria Dietz, Peggy Door, Loretta Edwards, Dave Hendel, Jennelle James, Lynn Kerley, Katie Linnenbrink, Danielle Mungenast, Maddie O'Connell.

Announcements:

Introduction of 2016-2017 SAC Executive Board: Chair – Sue Stevens, Chair Elect – Vacant (Mike Bamber left the university, special election to fill seat), Recording Secretary – Amelia Blanton, Corresponding Secretary – Kellisa Fiala, Membership Coordinator – Peter Garvin

- Cyn Wise: Honorary Degree nominations open for Spring 2017 commencement, more information to be emailed to membership
- Yvonne McCool: Halloween Treats for the Troops (details to be coming—late September at local church); SLU won Battle of the Boot; Make a Difference Day—email sac@slu.edu if interested in leading a team, please feel free to include suggestions for a service site (subject line MADD in the email, please).
- School Supply Drive (donations taken on-site and thanks to those who donated)
- Sue Stevens: Reminder to submit SLUSparks for colleagues to help morale, available on the Cura website; SLU Stars nominations are open until 9/21/16
- Pete Garvin: CURA Conflict Mediation pilot program-“Hope” for the university, an avenue to participate in process, a step in the right direction through tools to navigate

conflict in various environments. More details: CURA bundles of SkillSoft resources available in SkillSoft, Live Well Series, and CURA will respond to needs such as an in-service, email cura@slu.edu

Monthly Spotlight:

MAGIS OPERATIONAL EXCELLENCE PROGRAM

Sue Stevens welcomed Mickey Luna, Eric Armbrecht, Ph.D., Ellen N. Borowiak, and Maureen Sullivan.

Mickey Luna and Dr. Armbrecht:

Stage 1: the diagnostic stage is finishing up. In the next month, Stage 2: Detailed Solution Design & Quick Wins will roll out to units. Design teams will be created to assess the change process.

Reminder of the scope: Academic & Administrative functions (out of scope: clinical operations). Opportunity Areas: revenue growth, cost savings, process simplification, cultural/community enhancement.

- 136 ideas were submitted to the MOEP directly, more through other avenues. Submissions helped identify improvement and focus areas.
- Communication Events to inform and collect data (open informational foras, mid-diagnostic report updates, President Pestello's memos, and updates to the Board of Trustees)

The Solution report will lay out facts, opportunities of additional work to happen and when, not full report of a specific change as this will come later after more details can be gathered.

Design teams will be 6-8 people who will come to the community to share information (names of those serving on the design teams will be announced). Information flow: Design team -> steering committee -> Provost -> President

We are all in this together: morale goes down as personnel is not replaced, but through strong engagement at the leadership level to make a positive change, we can move forward. The project's intent is to work on these issues, this is a long and slow process to get helpful diagnostic information, the stress is here but change is to come.

Questions/Concerns:

Fear and anxiety is real among the entire community, however, the same is true across higher education. All are suffering as the landscape is changing. We are addressing how to educate better. To work with the anxiety across the community, we are delivering open and honest

information—stay involved to contribute to the change at the university. Create a culture of continuous improvement.

*When will we hear feedback on process ideas submitted to the OEP? ----*diagnostic report will show focus topics, targeting biggest issues, and cataloging all ideas for future areas of address. Don't be discouraged, continue to submit throughout the entire process. Feel the empowerment to fix and offer feedback, don't accept broken processes.

Concerns around negative consequences for speaking out about needed change: Staff reported that retaliation is still happening, and those that do have solutions to issues is then bombarded with requests outside of his/her workload because of this skill

Dr. A: What kind of culture do we want to work in? There are two types of change: 1) not working in the same direction, and 2) people working together. Service approach: helping others, work together to build relationships to help fix the process. Understands that this is a huge culture shift (those who believe they hold the knowledge and that gives them power or giving up the knowledge could result in position elimination). Serve each other at the university to help break down the silos.

Please stay involved in the process. The Solution report will give an idea of what the steering committee saw. React to it, come to a forum, and provide feedback or note through the project website.

Will a 360 review be put in place where supervisors can be reviewed by their reports? This has been mentioned in the diagnostic stage.

Request for policy and information to be detailed and available to users: An example was given where information is not easy to find and has previously been not listed or vague causing frustrations among users in terms of consistency and process.

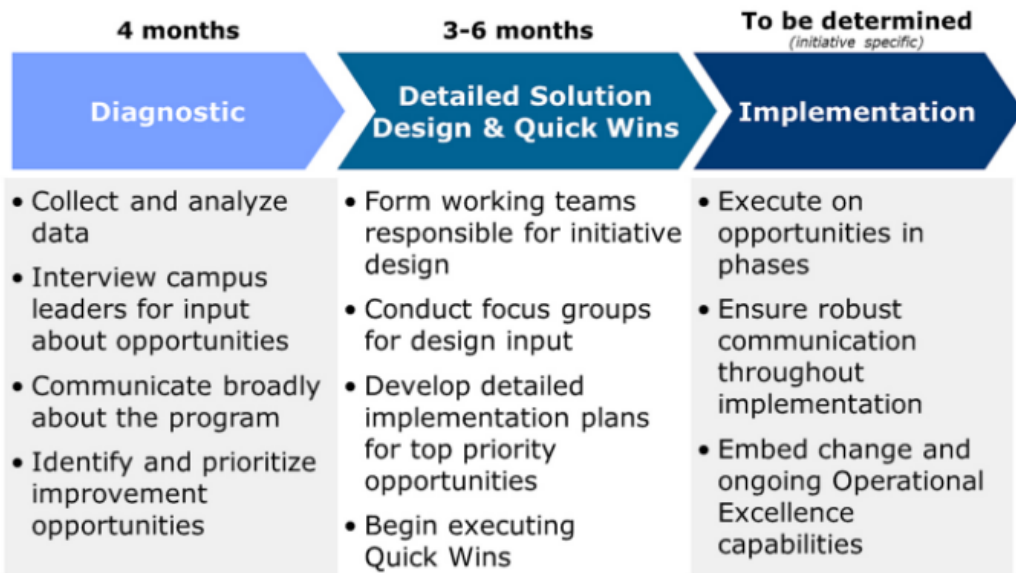
The next meeting will be **Thursday, September 15, 2016**, 12 - 1:15 PM, North Campus, Busch Student Center, Room 251. Please email Sue at sacchair@slu.edu with any needs. Meeting adjourned at 1:15 pm.

Respectfully submitted,

Kellisa Fiala

Project Timeline

Magis Operational Excellence is a multi-year project. During the four-month diagnostic phase, significant input from the SLU community will be sought. Once the diagnostic is completed and focus areas have been identified, stakeholders will be engaged to design specific changes. Throughout the process, SLU will look for opportunities to design and implement change as quickly as possible to realize the benefits of operational improvements.



Decision-Making Process

The role of the 18-member steering committee is to review the diagnostic findings and to provide input and expertise when evaluating potential opportunities. The role of committee co-chairs is to formulate recommendations to bring to the president, who will ultimately decide what actions to take and the timing of those actions. Throughout the project, stakeholders within the SLU community are encouraged to provide input, which will be critical to the decision-making process.

GROUP	ROLE
Staff, Faculty, Students, broader SLU stakeholder community	<ul style="list-style-type: none">• Come to Forums and seek out MOE leadership to share ideas on opportunities• Over time, join focus groups to help design and implement initiatives
Steering Committee	<ul style="list-style-type: none">• Review diagnostic findings and provide input and expertise in evaluating potential opportunities and implications
Nancy Brickhouse and David Heimburger	<ul style="list-style-type: none">• Recommend opportunities to President Pestello
President Pestello	<ul style="list-style-type: none">• Decide which opportunities to pursue



Staff Advisory Committee **@ Saint Louis University**

Minutes for Thursday, November 17, 2016

Busch Student Center, Saint Louis Room – 12:00 to 1:15 p.m.

Call to Order and Reflection: Sue Stevens

Reflection: by George Bernard Shaw

“Life isn’t about finding yourself. Life is about creating yourself.”

Minutes: Review and approve minutes from the October 20, 2016 meeting. Motion to approve minutes was seconded and approved.

Meeting Attendees:

Fuze

Kirsten Ellis, Kristina Bryan, Sandra Gambill, Delia King, Maria Rych, “X Butler,” Tonya Gallina, Mary Cook, Nancy Young, Pat Hoffarth, Natalie Sevens, Judith Buncher, Annette Adams, Diane Goebel, Jeanne Young, Jennifer Baine, Karen Fox, Allison Roba, Alexis Bruce-Staudt, Adrienne McCarthy, Katie Linnenbrink, Kellie Dalton, Patricia Valentine, Rachel Millinger, Sally Bowles, Patricia Galati, Stacy Mack, Steve Tinge, Joan Dalton, Susan Toretta, Larry Bommarito, Rita Stites, Rachel Young, Mary Streif, Loretta Edwards, Margaret Door

Visitor

Angel Magee

Members present

Emily Anstoetter, Rhonda Arl, Diane Barbeau, Kathy Barbeau, Sharon Biddle-Ferrell, Amelia Blanton Hibner, Susan Brown, Sandra Cornell, Lauren Davis, Antoinette Dean, Kellisa Fiala, Mary Frazer, Peter Garvin, Elizabeth Glauber, Tami Hanks, Kevin Leslie, Karin May, Shawn McCaw, Yvonne McCool, Brandon McCoy, Patricia McQueen, Jana Newell, Krisi Richter, Colleen Schneider, Sharon Spicer, Sue Stevens, Zack Thatcher, Ellen Weis, Cyn Wise, Meme Wolff

Monthly Spotlight: Patrick Maloney – Faculty/Staff Feedback Survey Results

1. Results presented at town halls, but can see full results on Faculty/Staff Feedback Survey website (<https://sites.google.com/a/slu.edu/university-feedback-survey/home?pli=1>)
2. Overview of Survey Results (Covered in Town Halls)
 - a. General overview:
 - i. This is the second round of feedback; it was launched in late April and open for two weeks for responses. The first round was done in 2014.
 - ii. There was an increase in the overall response rate this year (41% in 2014 to 52% in 2016).
 - iii. The survey was modified from 2014, and included 59 items this year. Of those 43 were comparable. The questions fell into 14 categories and 1 additional comments section, where over 3,000 comments were received.
 - iv. We expect to conduct the next survey in 2018 and continue conducting surveys on a bi-annual basis
 - b. Vendor & Engagement: Willis Towers Watson
 - i. Vendor, Willis Towers Watson (WTW), goes beyond typical engagement seen in climate surveys. They were chosen, in part, because their approach to engagement matches our identity as a Catholic-Jesuit institution.
 - ii. Purpose and engagement of faculty and staff at SLU requires the following:
 1. Engaged – sense of purpose, commitment and understanding of what will make SLU successful

2. Enabled – local work environment that supports people by giving them what they need to perform up to their potential
3. Energized – individuals’ physical, interpersonal and emotional well-being at work
- iii. WTW also maintains a Global Universities Benchmark, which allows SLU to compare our results to 22 other colleges and universities that have used WTW’s survey.
- c. At SLU, engagement is at 77% (70% is considered a good score). This has held constant since 2014.
 - i. However, employees don’t feel enabled and energized.
 - ii. WTW, conducted a statistical analysis called a multiple regression, which identified three areas that are related to engagement at SLU: (1) Image; (2) Empowerment; and (3) Working Relationships. If SLU improves any of these areas we should see improvements in enablement and energy.
- d. Strength areas for SLU: Career development, communication, leadership
- e. Opportunity areas for SLU: Morale, supervision, enablement and energy, working relationships
3. Staff Specific results
 - a. Overall there were 1,852 staff responses (this comprises over half of all responses).
 - b. Compared to 2014 staff results:
 - i. Improvement in 11 of 14 categories since 2014
 - ii. Increases: Career Development; Civility; Empowerment; Equity; Image; Leadership; Retention; Shared Governance; Supervision; and Working Relationships
 - iii. Remained the Same: Diversity ; and Sustainable Engagement
 - iv. Decreases: Morale
 - c. As compared to other institutions:
 - i. Most Favorable: communication, career development, diversity
 - ii. Least Favorable: morale, supervision, working relationships
 - d. How staff compare to University overall
 - i. Staff scores for 2016 were higher than or equal to SLU Overall on all 14 of the categories)
 - ii. Staff scores for 2016 were below the Global Universities Norm average and below the 2014 staff scores on one category: morale
 - iii. Staff scores for 2016 were below the Global Universities Norm average, but above the 2014 staff scores on two categories: supervision, working relationships
Staff scores for 2016 were either the same or higher than both the 2014 staff scores and the Global Universities Norm on eight categories: communication, career development, leadership, diversity, equity, empowerment, image, sustainable engagement
 - e. Sustainable engagement:
 - i. Key Drivers of Sustainable Engagement: empowerment, image and working relationships
 - ii. All three key drivers of sustainable engagement increased since 2014, but staff scores for working relationships remain slightly below the Global Universities Norm.
 - f. Open Ended Comments:
 - i. There were over 100 pages of responses from staff (1,697 comments)
 - ii. Comments/responses are not identifiable (thus cannot identify how many comments one individual made or how many individuals made comments)
 - iii. The majority of comments were made about the following categories: Pay & Rewards, Morale, Leadership, Communication
 1. Pay & Rewards quantitative questions were taken out from 2014 survey. The University is aware that this is important and know that there is improvement needed. Due to the current financial situation and the fact that there were no merit increases last year, those questions were not included. This, however, does not mean that this is not important to the administration at the University and the decision was made to retain

“Pay & Rewards” as a category for the open-ended comments to allow faculty and staff voice their opinions about they would like to see this improved.

- g. Strengths & Opportunities:
 - i. Strengths: Image and Sustainable Engagement
 - ii. Opportunities: Supervision, Sustainable Engagement, Working Relationships
 - iii. Sustainable Engagement as both strength and opportunity – different areas in which we are doing well (i.e., Engagement), but also where we could improve (i.e., Enablement)
 - h. Next Steps:
 - i. There will be 5 confidential focus groups to gather further feedback (as done in 2014)
 - 1. Invitations will go out later this week to diverse groups at SLU
 - 2. 5 focus groups, one only staff, one only SLU Care, one on Madrid, one FT faculty
 - ii. Then, a Task Force will be developed
 - 1. With all the information, how do we act and continue to move forward?
 - 2. By Mid-February, circulate plans to get feedback
 - 3. University action plan released in Spring 2017
4. Q&A
- a. What percentage of staff responded?
 - i. Patrick will need to look into this, estimate is 60%
 - ii. The final staff response rate for 2016 is 62%
 - b. Do the comments made give you clues as to why morale is low?
 - i. Comments were that morale is low because of pay and poor supervision
 - c. Who will Task Force be based on?
 - i. The taskforce will include a small number of faculty and staff from across the University
 - d. How many task forces will there be and how many people on each force?
 - i. In 2014 there was one task force that created recommendations, and then those went to other groups for action.
 - ii. In 2014 there were around 10-15 people on the task force, which included faculty, staff and administrators.
 - 1. Concern was expressed over staff representation on the task force given the smaller number.
 - 2. Patrick responded that there will be continuing opportunities to weigh in on their recommendations.
 - e. With us being overall at 77% favorable, but still below Global University norm, how low are we?
 - i. SLU overall is 2% below the Global Universities Norm average, but staff results were 79%, which is average
 - f. How do our results stack up against other industries?
 - i. Patrick had not seen those specific results, but would guess we are average compared to others. It would likely depend on the company and the areas you are looking at.
 - ii. It was noted by a staff member that of those staff leaving SLU, many are not going to higher education but rather are going to other industries. We need to think of ourselves in terms of our relationships to those industries as well.
 - 1. Patrick noted that SLU does view itself in terms of competition with other local industries (Ameren, etc.). However, he also recognized that when we are focusing on student-centered issues, our peers are other universities and that we, as a University, are not done improving this.
 - g. Will the comments from the survey available to view?
 - i. Will not be available to view to the public in their raw form.
 - h. What percentage of SLU Care staff were included?
 - i. Patrick did not know this off hand. Slide in presentation does include break downs, which showed that 548 SLUCare staff members responded (respondents

self-identified whether they were faculty vs. staff and whether they were SLUCare vs. NonSLUCare).

- ii. Overall, 745 faculty and staff identified themselves as SLUCare, which is a 54% response rate for SLUCare.

Announcements:

1. Blue Santa:
 - a. December 6th and 7th, Tuesday and Wednesday, Blue Santa will be doing pick ups at departments. You can sign up your departments and groups by contacting Jim Greathouse (greathja@slu.edu)
 - b. Join Blue Santa and the rest of the University on Tuesday, December 6th in front of Pius XII Memorial Library for a tree-lighting ceremony with the President, hot cocoa and more. Details can be found on Newslink (<http://www.slu.edu/calendar/index.php?eID=1399>). You can also drop off your Blue Santa gifts at this event.
2. Amelia Blanton Hibner – Women’s Commission
 - a. The Women’s Commission is proud to announce the inaugural year of the Sister Shirley Kolmer Memorial Grant. Through a competitive grant process, this grant will help financially support individual leadership development opportunities and community impact projects that advance women.
 - b. Applications for the grant are due by January 31st at 5:00pm.
 - c. All members of the SLU community are eligible for the grant. Requests typically range from \$500-1,000.
 - d. For more information, please see the Women’s Commission website (<http://www.slu.edu/womens-commission/sister-shirley-kolmer-memorial-grant>)
3. Yvonne McCool – Veterans Collections & Battle for the Boot (Shoe Drive)
 - a. Yvonne has been at SLU for 10.5 years and works in the School of Nursing. She is a grants development specialist and is a veteran
 - b. Veterans Collections:
 - i. Offered gratitude and thanks for the support for the Halloween packages for the troops. There will be an opportunity after January to send more items, stay tuned for details.
 - ii. We are aware of a SLU Law student whose unit will be deploying, is teaming up with Student Veteran Association (who has been approached by wives group of military units).
 - iii. Are trying to extend resources and support. Aware of a unit from scott air force base that will be deploying in April (relationship to SAC member)
 - c. Battle for the boot will be discontinued, but shoe drive will still be continued
 - i. SLU’s internal competition will continue

Committee Updates:

1. Lori Corzine – Development Committee Update
 - a. Waiting for update from committee

Cura:

SLU Sparks – Danaye Gebru- for Serving Others. *“I had an issue on my computer which no one could seem to fix and I really needed to be able to access it for work. Danaye spent a good part of the afternoon with me remotely and on the phone. And while the issue seemed to persist he never gave up and eventually fixed it. He was very personable, professional and very easy to work with. He kept at it and I am sure it wasn't easy. I would just like to thank him for his help and his patience and his ability to never make me feel like I was a problem through it all. He truly lives up to the mission of SLU and is appreciated. Thanks Danaye!”*

- Patrick Maloney echoed Sue Stevens’ encouragement to submit SLU Sparks. He encouraged staff to think of November as a month of gratitude and thankfulness for the work that others are doing.

- On Wednesday, December 14th there will be a Cura Day of Appreciation. On this day, members of the SLU community are invited to share meaningful, positive stories about the impact their colleagues have had.
 - More information can be found through Newslink (<http://www.slu.edu/calendar/index.php?eID=1409>)

Cura Corner:

Question submitted by SLU Staff member: *"Our school participated in a HR program on Collegiality and Civility in late 2015. Unfortunately, the item that was missing was specific tools to address uncivil behavior. Today's panelist suggested immediately asking the person, "Are you aware of what you are doing?" While I believe this is absolutely appropriate for the timid or shy employee, it may not be possible. Would SLU be willing to provide a workshop with scenarios to practice this skill?"*

Patrick Maloney responded:

- This is a great idea and Cura has some scenarios that we have used in some workshops. They are working on developing workshop to offer in the spring.
- Also recognizing SLU's limits and looking with Cura so see if there are any third-party sources available as well.
- There was a pilot session of a conflict mediation program. They received good feedback from this and are trying to figure out what we can do. Is a large time commitment (6 hour workshop) but people said they wanted more time, but others on campus cannot give that much time.
- Patrick will also requested feedback on professional development opportunities and how the University can meet the needs of staff.

Member Spotlight: As an opportunity to meet others that you wouldn't meet at SLU, Sue Stevens invited staff to introduce themselves:

- Meme Wolff: Has been at SLU over two years and is the coordinator for Fine and Performing Arts Department where she works in publicity and the box office. There are four programs in the department. Encouraged staff to attend the show that opened on 11/17, Arcadia, which only ran for one weekend. Tickets were \$9 if SLU affiliated, and there was a pre-show discussion that started at 6:30pm on 11/17.
- Karen Taca: Is an application systems specialist in ITS and has been at SLU for three years. She keeps Blackboard growing every day.

Next Meeting: Potluck on Thursday, December 15th, Allied Health Professions Building – Multi-purpose Room at 12:15 p.m.

Adjournment: Sue Stevens

Staff Advisory Committees and Representatives – 2016-2017

- **Staff Advisory Sub-Committees**

By-Laws Committee – Kathy Barbeau, Sue Stevens, Elisabeth King, Rita Stites, Cyn Wise

Community Outreach – Yvonne McCool

Professional Relations Committee – Peggy Door, Pete Garvin, Elisabeth King, Rachel Millinger, Allison Roba, Sue Stevens, Rita Stites, Kine Walker, Cyn Wise

Service/Events Committee

- Battle for the Boot – Lori Corzine, Yvonne McCool, Rachel Millinger, Susan Torretta, Kine Walker

- Food Truck Rally – Lori Corzine, Peggy Door, Pete Garvin, Melissa La Rue Hance

- **University Committees**

Bicentennial Celebration Committee – Lori Corzine

Brand Steering Committee – Judi Buncher

Campus Recreation Advisory Committee – Vacant

Commencement/Honorary Degree – Cyn Wise

Cura Steering Committee – Sue Stevens, Yvonne McCool

Email Review Committee – Sandra Cornell, Karen Fox, Kevin Leslie

Emergency Preparedness – Kathleen Wolf

Magis Operational Excellence Program Steering Committee – Cyn Wise

Medical Ad Hoc – Chris Luebbert

Parking Issues – Matt Campbell

President's Advisory Council – Yvonne McCool, Sue Stevens

President's Coordinating Council – Sue Stevens

President's Diversity Council – Sharon Biddle-Ferrel, South Campus – Sandra Cornell

Service Award Recognition Committee – Peggy Door, Larry Bommarito

SLU Stars – Pete Garvin, Rita Stites

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 – Lori Corzine

Human Resources – Yvonne McCool

Marketing and Branding – Larry Bommarito

Mission and Identity – Amelia Blanton Hibner



Staff Advisory Committee **@ Saint Louis University**

Minutes for Thursday, October 20, 2016

Learning Resource Center, Rooms 107-108 – 12:15 to 1:30 p.m.

Call to Order and Reflection: Sue Stevens – Meeting was called to order at 12:16pm

Reflection: by Robert H. Schuller

“It takes but one positive thought when given a chance to survive and thrive to overpower an army of negative thoughts.”

Minutes: Review and approve minutes from the September 15, 2016 meeting. Motion to approve and seconded. Minutes were approved.

Attendees:

Visitors-Barbara Kariuki, Peggy Stelzer, Sherry Wright-Gully, Helen McCormack, Ninder Panesar, Carol Stengel, Janet Flach, Angel Magee

Fuse-Ashlee Dorsey, Dawn Delaria, Jan Herweg, Jeanne Young, Jennifer Baine, Kevin Leslie, Margaret Door, Rachel Millinger, F. Ann Smith, Sandra Cornell, Meme Wolf, Maggie Callon, Cory Cullen, Lora Mueller, Yvonne McCool, Carol Cote, Kristina Bryan, Matt Sullivan, Allison Roba, Brandon McCoy, Christine Luebbert, Tammie Grant, Katie Linnenbrink, Zack Thatcher, Susan Toretta, Sally Bowles, Rachel Young, Patti Mazzuca, Patti Valentine, Pat Hoffarth, Maria Rych, Jeff Abernathy, Joan Dalton, Karen Fox, Larry Bommarito, Loretta Edwards, Delia King, Ann Imlay, Annette Adams, Nancy Young, Robert McNair, Sherry Liu, Karin Easter, Lori Corzine, Sharon Biddle-Ferrell

Members-Rhonda Arl, Charlotte Avett, Kathy Barbeau, Mary Ann Barrale, Amelia Blanton Hibner, Susan Brown, Christina Butler, Matt Campbell, Debbie Dill Garvin, Kari Elbe, Kirsten Ellis, Kellisa Fiala, Mary Frazer, Tonya Gallina, Peter Garvin, Tami Hanks, Jennifer Heckert, Elisabeth King, Jana Newell, Denise Pearson, Mary Lou Pereira, LaVerne Robinson, Johnnie Roe, Amanda Sahaida, Colleen Schneider, Evelyn Shields, Stacy Smith, Sue Stevens, Rita Stites, Ellen Weis, Marcia Weis, Cyn Wise, Kathleen Wolf

Monthly Spotlight:

1. Elisabeth King – Benefits Update
 - a. Communication regarding benefits has not been finalized. Will come out soon.
 - b. Working Spouse rule will continue into 2017, if you have a spouse that needs to stay on SLU's health insurance, you must fill out the affidavit.
 - c. Announcements of rates for plans will be sent on Monday, October 24th.
 - d. Will come out with an electronic guide that employees can refer to throughout the year. It will have all of the benefit plans as well as contact information.
 - e. For medical, vision, dental, and accident: If you want to keep what you have for enrollment, then you do not need to take any action. If you want to change, you must take action on Banner Self Service.
 - f. If you have flex spending, health savings account, or dependent care you have to reenroll. Have to reelect HSA on Banner to get University seed money.
 - g. Dental premiums – contract was renewed, so those premiums will go up.
 - h. Use Banner Self Service to make all changes.
 - i. Reminder to do Vitality Health Review and Vitality Check in order to get subsidy. If spouse is on health insurance, they also need to do the health review and check in order to get subsidy.
 - i. Question raised about spouses and Vitality program – If spouses are added on in Banner as receiving benefits, then they are added on to Vitality as well. Spouses that are not enrolled in medical insurance can still do Vitality wellness/biometric screening for free. Points that spouses earn go toward the same area, but they

can only be spent by employees. Cannot remove spouses from Vitality without removing them from benefits. Difference in points plateau is 1.5 x the single person.

- j. Subsidized medical insurance will continue – employees who make \$37,000 or less, sign up for PPO plan and complete the wellness requirements will receive their insurance fully subsidized by SLU. The same subsidy of \$103.26 (\$47.66 biweekly) will be applied to those eligible at all levels of coverage.
 - k. Tuition remission and retirement contributions have not changed.
 - l. Open Enrollment: November 1st through 18th
 - m. Questions:
 - i. FLSA – Elisabeth is not the person to respond to this question. If you have questions, speak with your manager.
 - ii. Holiday Calendar – Set by VP of HR and the President. Specific question about the ½ day on the Wednesday before Thanksgiving (November 23rd). Decision was made with regard to longer Christmas break.
 - iii. Maternity benefits – Is a conversation in HR but there are no updates now.
 - iv. Email benefits@slu.edu for questions
2. Darryl Sevier – Aramark
- a. Resident District Manager for DineSLU (sevier-darryl@aramark.com)
 - b. Joined SLU on July 1, 2016
 - c. Highlights from DineSLU
 - i. Been at SLU since 2014 and have introduced National Brands based on student feedback (ex: Panda Express)
 - ii. Dining Satisfaction continues to increase year-to-year. Survey going on presently, staff are invited to participate at www.college-survey.com/saintlouis
 - iii. Encore Encore Program – Can email Darryl to recognize outstanding Dining services staff
 - iv. Pre-consumer composting partnership with SLU Sustainability. Moving forward to post-consumer composting as well
 - v. Menu Innovation within retail dining locations
 - vi. MarketMATCH – large survey process of campus regarding dining.
 - vii. Recent partnership with Doisy School of Nutrition & Dietetics to offer local foods
 - d. Faculty & Staff Plan
 - i. 10% free on top of what you add on with FlexDining
 - ii. Use at any dining locations on campus
 - iii. No tax (except at Panera)
 - e. Questions:
 - i. Joe-to-go options at Einstein's and Panera – Aramark is discussing this option
 - ii. Increase in locations on north campus – Staff voiced concern about lack of options (and poor options) on the south campus.
 - iii. Hours go down when students are not on campus, why is this? Due to participation and service agreements.
 - iv. 20% bonus in the past for a limited time, could this happen again? When Aramark first came on campus they did it as a promotion. There are not discussions about this at this time, but they would like to see participation in the Faculty and Staff Flex Dining Plan.
 - v. Request for Chick-fil-a on south campus
3. ITS – Multi-factor Authentication
- a. Jeff Abernathy
 - b. 5 Ws
 - i. What: adds another layer of security, beyond a password
 - ii. Why: is the gold standard across the industry (HIPPA also requires 2 factor)
 - iii. Who: all of SLU (except 1818 program)
 - iv. When: starting November 3, 2016
 - v. How: Using TXT messages, phone calls, help desk
 - c. Important Points:
 - i. Will be triggered every 180 days for each browser and each computer or when risk is detected

- ii. Register before November 3, 2016
- iii. Add the Mobile App for Best Functionality
- iv. If you had done Google 2-factor previously, you still need to access this
- d. What about 3rd party/generic email accounts?
 - i. Using Microsoft product called My Work Groups
 - ii. Allows you to identify who should have access to shared account
 - iii. Once you login with your username and password it will take you into the accounts.
 - iv. What if I haven't gotten that and I think I should? Call the HelpDesk and they will work with you on this.
- e. Jeff did a live demonstration and highlighted several things:
 - i. Put in as many phone numbers as possible – you will have the choice which number it contacts at when it is triggered
 - ii. Will be able to download Windows Desktop app in the coming weeks without administrator privileges
 - iii. Can do a test run through the system at this time
- f. Done at 9am on November 3rd – this way there are people at the help desk to answer your questions
- g. Office 365 change
 - i. Microsoft email in the cloud
 - ii. Coming in the Spring for most everyone, a new website will be announced soon with further details

Announcements:

1. Announcement and introduction of Chair Elect, Pete Garvin.
2. Halloween for Soldiers – Pete Garvin
 - a. 16 volunteers gathered Saturday, October 15th to bake and pack cookies and other goods for the soldiers. Total of 682 cookies were made.
 - b. No plans as of yet for holidays for soldiers. If you know of any troops deployed, let Yvonne McCool know.
 - c. If you have extra holiday cards, please get them to Peggy Door. They will use them to write to those in the VA.

Cura:

SLU Sparks – Brandy Sission – *"I have contact Brandy many times over for help with getting staff or students paid due to an error or whatever strange happening in life might take place. Brandy has never once said this is not my job but with kind words will say "that's why I am here to help" she truly lives the SLU Mission and is here to help when she can. SLU should be proud to have an employee such as Brandy."*

Cura Corner:

1. Panel on Bullying, Retaliation and Respect:
 - a. Were unable to get all the questions submitted in beforehand, thus Sue is integrating "Cura Corner" so we can continue to address these questions and issues.
2. Patrick Maloney responded to: *"I work with another staff member that is verbally abusive. I've discussed this with my supervisor who is afraid to say anything to them. What can be done about this?"*
 - a. While it is challenging to address these without the full context, we can understand that there are "blips" where we have a bad day. However, in instances where, like this, the pattern continues, do not ignore it. It needs to be addressed, perhaps start by getting some space from the situation and ask 1) does it seem like this was intentional?; 2) do I feel safe addressing this with the other individual?; and 3) what is going on in this person's life? These questions will help direct how addressing the issue will go. Issues should be brought to the supervisor, who should address. If there is a case where the supervisor cannot or will not address it, then staff should contact the Cura program (977-CURA) to request support. Messages received are confidential. If you are going to bring

the issue forward, to any of these individuals, start documenting these instances. If you eventually need a third party to help and intervene, evidence will be helpful.

Call to Action:

1. Blue Santa will be visiting SAC at the next meeting. Please bring to the next meeting.
2. Candy – Thank you for bringing candy for Trunk or Treat

Next Meeting: Thursday, November 17th, Busch Student Center, Saint Louis Room – 12:00 p.m.

Adjournment: Sue Stevens at 1:29pm

Staff Advisory Committees and Representatives – 2016-2017

- **Staff Advisory Sub-Committees**

By-Laws Committee – Kathy Barbeau, Sue Stevens, Elisabeth King, Rita Stites, Cyn Wise

Community Outreach – Yvonne McCool, Yvonne McCool

Professional Relations Committee – Peggy Door, Pete Garvin, Elisabeth King, Rachel Millinger, Allison Roba, Sue Stevens, Rita Stites, Kine Walker, Cyn Wise

Service/Events Committee

- Battle for the Boot – Lori Corzine, Yvonne McCool, Rachel Millinger, Susan Torretta, Kine Walker

- Food Truck Rally – Lori Corzine, Peggy Door, Pete Garvin, Melissa La Rue Hance

- **University Committees**

Bicentennial Celebration Committee – Lori Corzine

Brand Steering Committee – Judi Buncher

Campus Recreation Advisory Committee – Vacant

Cura Steering Committee – Sue Stevens, Yvonne McCool

Email Review Committee – Sandra Cornell, Karen Fox, Kevin Leslie

Emergency Preparedness – Kathleen Wolff

Honorary Degree Committee – Cyn Wise

Magis Operational Excellence Program Steering Committee – Cyn Wise

Medical Ad Hoc – Chris Luebbert

Parking Issues – Matt Campbell

President's Advisory Council – Yvonne McCool, Sue Stevens

President's Coordinating Council – Sue Stevens

President's Diversity Council – Sharon Biddle-Ferrel, South Campus – Sandra Cornell

Recognition for Commencement – Cyn Wise

Service Award Recognition Committee – Peggy Door, Larry Bommarito

SLU Stars – Pete Garvin, Rita Stites

Sustainability Council – Delia King

Tobacco Free Workforce – Ellen Weis

Web Design Committee – Meme Wolff

Work Group – Community and Economic Development – Amelia Blanton

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 – Lori Corzine

Human Resources – Yvonne McCool

Marketing and Branding – Larry Bommarito

Mission and Identity – Amelia Blanton

**Staff Advisory Committee
Meeting Minutes
September 15, 2016**

Call to Order: The meeting of the Staff Advisory Committee was held in Busch Student Center Room 251, on the North Campus. It was called to order at 12:02 pm by Chair Sue Stevens. Sue welcomed members, visitors and guests to the meeting with a reflection.

Members Present:

Annette Adams, Linda Benson, Sharon Biddle-Ferrell, Amelia Blanton, Larry Bommarito, Sandra Cornell, Lori Corzine, Kellisa Fiala, Joanne Filla-Taylor, Karen Fox, Mary Frazer, Peter Garvin, Amy Hargis, Jennifer Heckert, Delia King, Yvonne McCool, Lora Mueller, Jana Newell, Mary Lou Pereira, Amanda Sahaida, Colleen Schneider, Sharon Spicer, Sue Stevens, Darjae Thompson, Steve Tinge, Ellen Weis, Cyn Wise, Cathy Zimmer

FUZE Attendees-Members:

Kathy Barbeau, Joan Beaty, Alexis Bruce-Staudt, Kristina Byran, Christina Butler, Mary Cook, Beth Glauber, Jan Herweg, Pat Hoffarth, Adrienne McCarthy, Robert McNair, Kirsten Miller, Jennifer Oberg, Allison Roba, Natalie Sevener, F. Ann Smith, Zack Thatcher, Kathleen Wolf, Jeanne Young

Visitors:

Katya Hill, Donna Neely, Edgar Thomas, Kavitha Krishnarao, Gene Carroll

FUZE Attendees-Visitors:

Cory Cullen, Loretta Edwards, Jenn Masiulis, Summer Mattina,

Minutes:

The minutes from August's meeting were motioned to be approved, seconded and approved as written.

Announcements:

- Sue Stevens: Voting for the vacant position of Chair Elect continues. SAC members have until September 23rd to vote. SAC members will be notified by email of who will take on the position.
- Lori Corzine provided a Bicentennial Committee Update. Lori is serving as a replacement for Cynthia McKenna on the University Bicentennial Committee. She has attended two steering committee meetings and directed SAC members to the Bicentennial

website. She showed the bicentennial logo to attendees and described the symbols within the logo. There is a meeting planned for the SAC committee on at Thursday, September 29th from 12-1pm Center for Global Citizenship, Seminar Room, Suite 121. An email was sent after the SAC meeting to all SAC members with information. Lori noted that if members have ideas about events, email Lori or attend the meeting. SLU's Bicentennial committee wants ideas to incorporate into the celebration. Current SAC Committee ideas include: service project, portable art exhibit, lip dub song, 5K run, or time capsule.

- Sue Stevens reminded attendees of the SAC Networking event on September 28th from 4-6 pm, in the Multipurpose Room of the Allied Health Building. She reminded members to RSVP by Monday.
- Yvonne McCool provided an update on the Battle for the Boot Award. This year the Battle included 6 institutions and historically SLU has been the top shoe collector, which continued this year. She noted that a good infrastructure and support from the top and departments that collect both year round and during the drive makes this possible. This year at SLU there were 32 collection sites. Several thank yous were provided to:
 - Distribution Services who transported the shoes and stored them
 - Andy Marks who provides rubber bands
 - Shoe sorters within the SLU community
 - Girl Scout Troop #4823 in Arnold, Missouri – allowed SLU to count their shoes in our count (shoes not included in any building totals).
 - Fenton Church of Nazarene for allowing us to use van
 - Darin McLaughlin and Brett Krsul for moving shoes

This year's winners were:

Offsite winner: Oncology at St. Mary's, 129 pairs of shoes
3rd Place, Desloge Towers, 297 shoes
2nd place, School of Nursing, 549 shoes
1st place, Wool Center, 1,048 shoes

The total for all institutions was 10,059 pounds of shoes. The money raised from the shoe collection helped to ensure a functioning well was put in place in Isongo, Kenya. This required repairing an existing well/pump to ensure all parts were functioning and conducted a training for how to use and upkeep the well. Of the total, SLU collected 6,284 pairs, or 6,829 pounds of shoes.

Yvonne closed by reminding attendees that you can collect shoes at any time and if you need a box for the shoes, to please let Yvonne know.

Monthly Spotlight:

STRATEGIC ENROLLMENT MANAGEMENT: ENROLLMENT AND RETENTION MANAGEMENT UPDATE

Sue Stevens welcomed Jay Goff, Vice President for Enrollment and Retention Management

Jay Goff:

- The Fall 2016 total enrollment is up slightly over Fall 2015 with over 12,930 degree seeking students. Most of the growth was among new graduate students (+90), and increase in Law students, higher student retention rates and from the expanded international student English as Second Language center (+50 the new INTO SLU Program). The total does not include the nearly 4500 high school students dual enrolled through the 1818 Advanced College Credit program. It also does not include the more than 1000 working adult students completing non-credit training in the Workforce Development Center. In total this fall, SLU will serve over 18,000 students, making it the fourth largest Catholic university in the nation, just behind DePaul University in Chicago, St. Johns University in New York and Georgetown University in Washington D.C.
- Jay passed out the Division of Enrollment and Retention Management's (ERM) Annual Report for attendees. For those on Fuze, contact Barbie Owens at extension x8191 to get one (they will campus mail one to you). These are considered proprietary, so they are shared internally only.
- Jay provided an overview of the strategic enrollment plan:
 - He reminded attendees that in 2011, every organizational group at SLU voted on goals and objectives set forth in SLU's 2012-2018 Strategic Enrollment Management (SEM) plan or the "Bicentennial Billiken Plan". Some of those student profile and success goals were lofty (i.e., raising the average freshmen ACT/SAT scores to the national upper 10%, increasing retention rates to 90% and six-year graduation rates to 80%). At SLU, there was a desire to focus on diversity (geographic, socio-economic, traditionally underrepresented students, non-traditional adults and veterans) and raise additional financial aid funds to lower student loan debt loads and make SLU more affordable. The Board of Trustees approved the SLU SEM plan in May 2012.
 - On page 4 and 5 of the Annual Report, the principles, vision statement, organizational structure, etc., are provided. The Annual Report also directs you to who you should contact if you wanted to do a project that engages particular K-20 populations within the auspices of Enrollment and Retention Management. The ERM Annual Report also provides the approved terminology and benchmarks used to judge and measure our progress.
 - Jay highlighted the work SLU has done to increase the college readiness pipeline, including new efforts to engage pre-college students from Kindergarten through 12th grade. The number of summer programs offered has increased from 23 programs with 1,626 K-12 students in 2012 to 63 programs with over 3,700 students in 2016. He also highlighted the impact of Go Further scholarship gift-matching campaign on raising scholarship funding for the students who otherwise would not be able to attend the K-12 pre-college programs for these students (over 300 Summer at SLU program scholarships awarded in 2016). 50% of undergraduate students are now attending SLU with no student loans and the average student loan debt has decreased by \$5400 per graduate with student loans.
 - The original SEM Plan goals were approved in 2012 with the intention of

achieving most of the targets by SLU's 2018 bicentennial. Thus, the question now is, where we are today and how do we proceed?:

- Our average freshman ACT score has moved from 27.1 in 2010-11 to 28 in 2016-17. This places SLU freshmen among the top 10%-9% of all students tested in the United States.
- Our average freshman high school GPA is now 3.9. SLU's 2010-11 freshman class had a 3.67 average high school GPA.
- With regard to Student Access:
 - All 50 states and 83 foreign nations are represented on campus
 - 27% of SLU students are now high financial need students:
 - With this year's undergraduates, we maintained 22% Pell Grant enrollment
 - There is an additional 5% of students who are not Pell grant eligible but are receiving University's need-based SLU Grants
 - Traditionally Underrepresented Minority (URM) students:
 - We achieved the initial goal of 14-15% URM students in 2014 & 2015 (Native American, African American, Hispanic American, Multi-Racial) and raised the target to 16-17% for Academic Years 2017 and 2018.
 - SLU currently has the largest % of African American students among all 7 of the doctoral Jesuit universities and is among the top 5 of all Catholic research universities in the U.S.
 - Overall: 16% of this year's freshman class are URM students
 - We saw increases in African American freshman admits and enrollees in the Fall 2016 class
 - Veterans: we have just over 320 VA eligible students and dependents on campus and are re-evaluating our current plans to attract additional veterans for both undergraduate and graduate programs,
- Jay emphasized that even with these increases in access to those who usually would not have access to a place like SLU, our profile went up (as he demonstrated at the beginning of the presentation).
- Our retention rate has also improved from 84% to 91.5% in 4 years. VP Goff continues to encourage staff to help just one student each year as this can make a difference. Jay highlighted that the evaluation processes we have put in place to increase the retention and re-enrollment of students.
- Our graduation rate has increased from 71% to 77% six-year graduation rate. In May, we only need 3 to 5 additional students from the Fall 2012 freshman class to complete their degrees and our graduation rate will rise to 78%. (These numbers reflect those students who start at SLU and finish at SLU. First time, full time, degree-seeking freshman – excludes transfer students. We track separate graduation and retention rates for

graduate/professional programs.)

- Overall, Jay emphasized that the results of our efforts have been recognized. SLU recently received the Higher Education Excellence in Diversity (HEED) Award. We are the 2nd Catholic and 1st Jesuit college to receive this award. The US News and World Report has ranked SLU a top 55 “Best-Value” school. Additionally, AACRAO and Educational Policy Institute, organizations that monitor student success rates, believes that our 6% jump in graduation rate is new national standard that will be recognized by Chronicle of Higher Education annual Almanac progress report.
- Some of the biggest challenges for SLU include a dip in our transfer feeder markets. Community colleges are struggling (STLCC has lost 1/3 of students over last 5 years), and thus, we have seen a decrease in transfer numbers. This has had an impact on SLU’s School for Professional Studies. To help with this, SLU is launching a transfer articulation program in November called 2+SLU where students will be able to spend time at a community college, but be dual admitted there and at SLU. They will then have an easy transfer and move directly into SLU and we would honor transfer scholarships. An additional challenge includes the overall low numbers of college-aged students in Missouri and Illinois. We have seen high school graduate declines of 7% and 6%. This is significant because over 65% of our students come from Illinois and Missouri.
- Due to the student market shifts, the University has focused on increasing national and international recruitment efforts. One of these efforts has been the partnership with INTO SLU. Last year there were 71 students; this year, we have 124. We may be getting an additional 20 students from Saudi Arabia later this year. Ideally, we want 250 ESL (English as a Second Language) students by 2021, which would increase the international student population to about 15%. Doing so would also provide more revenue as 72-74% of budget comes from tuition and fees.

Questions/Concerns:

- Will the OIR reports be sent out again? Departments formerly received weekly application and enrollment reports from Institutional Research (OIR). However, they haven’t received any since July 20th.
 - VP Goff was not aware that the reports were not sent and would look into getting them distributed. He also demonstrated the Cognos admission process-tracking tool that has been developed to provide school and department level data on demand. Found in Cognos under Reports, Student, Admissions and Weekly Trend (data is updated each week at 12:01am on Sunday). These reports allow you to pick levels and admissions types and student population segments by the SEM goals discussed earlier. The reports also show a 5-year-to-date comparison.
- How does the new SLU website apply to enrollment? Are website visits any indication of what we should expect for enrollment? If not, what is?
 - Jay noted that the more people that look at site, the better. However, hits on the site are not an indication of enrollment numbers. He encouraged attendees to send prospective students to “request information” and schedule a campus visit on the

prospective student pages. By inputting prospective students' information, students will be added to the recruitment and scholarship database. Our largest predictors of enrollment (for undergrads) are if they visit campus and if they send us their ACT/SAT scores.

- How does this apply to graduate student admissions and enrollment?
 - Jay noted that fewer students participate in the full process on the graduate site, as they are focused more on individual departments and faculty. However, if they were to fill out the online request information card, then they have a higher chance of coming to visit. Jay highlighted Project Graduate, a program where they bring regional college students who would be unlikely to enroll in graduate programs due to finances and being first generation college students. When those students come to campus and participate in the program, half of the students apply to graduate school. If they meet with an Academic Department, yield rate is higher.
- The prospect card on the website is tailored to undergrad students, how do we get graduate students included?
 - Jay noted the improvements in CollegeNet online graduate admission program and that the new customer relationship management (CRM) system is being implemented and we will now be able to do automated prospective students relations (staff and faculty training coming up in October).
 - It was noted that the form online doesn't include the option to say they are a graduate student. Jay indicated he would work on fixing this. (NOTE it was corrected as of September 27).
- What is the enrollment rate for the Med School?
 - The School of Medicine has 175 M1 seats each year and have had over 7,800 applicants. In the admissions process, they try to shape the class each year to be sure we are creating a broader and more inclusive class. The number of medical school students has increased nationwide.
- VP Goff closed by asking the attendees how they liked the new homepage. There were mixed feelings. Some noted that the motion on homepage was not good for people with vertigo and that People Finder was too hard to find. It was noted that the website was not designed for staff or faculty, but rather for marketing and for prospective students. Jay encouraged everyone let Jeff Fowler, MarCom, and him know if they see areas for improvement. The homepage only gets better with testing and user input.

Cura Update:

- Sue Stevens highlighted a SLU Spark submitted for Bill George and encouraged attendees to use SLU Sparks as a way to recognize our colleagues: *"Bill has been extremely giving by offering information and sharing his knowledge. He has supported the goal of the Fine and Performing Arts department to become more visible on campus and assisted when he could to help us accomplish it. His opinion and suggestions have allowed for an easier flow of communication which have resulted in some terrific collaborations."*

- Sue also reviewed several resources within Cura including:
 - SkillsSoft courses like “Working with Difficult People: How to Work with Negative People” (1 hour course) or watching videos like “Communicating through Conflict,” a short video that was showed.
 - Cura Community Lunch & Learn on September 20th. The theme is “Working Better than Before: Understanding Habits to Manage Yourself and Others Better”
 - Overall, Sue encouraged attendees to participate in the new culture at the University and to address issues of tone, behavior, etc. through Cura.

Call to Action:

- Yvonne McCool addressed Halloween for the Troops. She requested volunteers to bake cookies for soldiers in Afghanistan and donate things they would like. An email went out last week to SAC membership with requests. Will meet on October 15th from 9am to 5pm at the Fenton Church of the Nazarene, 365 Saline, Fenton, MO 63026.
- Sue Stevens addressed the Make a Difference Day Team. They are still looking for volunteers to participate on the team. Send an email to sac@slu.edu if you would like to volunteer. MDD is on October 22nd and teams usually meet at SLU around 8am or at the designated service site at 9am.

Member Spotlight:

- Sue Stevens highlighted that part of SAC is to engage in networking, and thus, in future meetings Sue will be asking staff members to introduce themselves at the end of the meeting.

The next meeting will be **Thursday, October 20, 2016**, 12:15 – 1:15 PM, South Campus, Schwitalla Hall, Lecture Hall 3. Please email Sue at sacchair@slu.edu with any needs. Meeting adjourned at 1:16 pm.

Respectfully submitted,

Amelia Blanton



Staff Advisory Committee
@ Saint Louis University

Agenda for Thursday, January 19, 2017
Busch Student Center, Saint Louis Room – 12:00 to 1:15 p.m.

Call to Order and Reflection: Sue Stevens at 12:02pm

Reflection: by Robert H. Schuller - "Problems are not stop signs, they are guidelines."

Minutes: Review and approve minutes from the November 17, 2016 meeting; motion to approve and seconded.

Attendees:

Fuze

Adrienne McCarthy, Allison Roba, Annette Potochick, Barb Sapienza, Barbara Schaefer, Carol Geolat, Caswalynd Landry, Charlotte Avett, Christine Luebbert, Cory Cullen, Dawn Schwartz, Deb Jaegers, Debra Wilson, Diane Goebel, Donna Brown, Emily Anstoetter, Evelyn Shields, F. Ann Smith, Francisco Tobar, Gentry Sanz-Agero, Helen McCormack, Jaime Reed, Jamie Emery, Jan Herweg, Janet Flach, Jeanne Young, Jennifer Baine, Jennifer Wilkerson, Jennifer Young, Jeremy Nagle, Jessica Swobada, Jittaun Allen, Joan Dalton, Karen Bolinger, Karen Fox, Karin May, Kathleen Wolf, Kathryn Neuner, Kathy Barbeau, Katie Linnenbrink, Kellie Dalton, Kirsten Ellis, Kristina Bryan, Larry Bommarito, Laura Forhan, Lisa Roach, Loretta Edwards, Lori Corzine, Maddie O'Connell, Maggie Callon, Marcia Weis, Marie Halstead, Mary Cook, Mary Drexler, Michelle Sabick, Missi White-Luster, Nancy Donjon, Natalie Sevener, Natasha Baker, Pat Hoffarth, Patricia Galati, Patricia Merod, Patti Mazzuca, Rachel Young, Sally Schade, Stacy Mack, Susan Mrozowicz, Susan Torretta, Tena Jones, Teri Monken, Tim Toennies, Todd Luerding, Tonya Gallina, Matt Campbell, Laura Rettig, Marian Linck (76)

Visitor

Michael Ruggless, Theresa Hendrix-Myers, Jamie Edwards, Marguerite Kupferer, Betty Bailey, Shawnee Magparangalan, Daria Dietz, Cheryl Kaufman, Erica Lauriello, Jessica Passow, Greg Pfeffer, Tyler De Shon, Robert Francis, Lisa Michigan, Susan Ganey, Regina Walton (16)

Members present

Rhonda Arl, Diane Barbeau, Sharon Biddle-Ferrell, Amelia Blanton Hibner, Susan Brown, Christina Butler, D. C. Cooper, Lauren Davis, Dawn DeLaria, Debbie Dill Garvin, Peggy Door, Karin Easter, Kari Elbe, Kellisa Fiala, JoAnn Filla-Taylor, Mary Frazer, Elizabeth Glauber, Tami Hanks, Jennifer Heckert, Lynn Kerley, Delia King, Elisabeth King, Jeanne Lawo, Kevin Leslie, Emily Lowe, Jennifer Masiulis, Shawn McCaw, Yvonne McCool, Brandon McCoy, Robert McNair Jr., Patricia McQueen, Rachel Millinger, Lora Mueller, Carol Murphy, Jana Newell, Matt Olwig, Denise Pearson, LaVerne Robinson, Amanda Sahaida, Colleen Schneider, Sharon Spicer, Sue Stevens, Rita Stites, Joe Stumpf, Zack Thatcher, Steve Tinge, Patty Valentine, Ellen Weis, Leslie Wells, Cyn Wise, Meme Wolff, Cathy Zimmer (52)

Monthly Spotlight: Dr. Fred Pestello – Biannual Address to SAC Members. Dr. Pestello will update staff on the current state of the university, including previously provided questions from staff.

1. Dr. Pestello opened by offering gratitude for staff gathering and the invitation. Also thanked staff for the kind words regarding the University holiday closure and the ice day closure
2. Dr. Pestello's presentation consisted of a review of questions that were submitted in advance and he called on other senior leadership members for input
3. Questions submitted to Dr. Pestello in advance with responses:
 - a. Magis Operational Excellence Program (NB: a message from the President was sent out yesterday, Wednesday, January 18, 2017 regarding this and morale)
 - i. Presently, rumors are flying around the University about when cuts will be made, how many cuts, who will be cut, etc.
 1. When is the projected time for cuts to be announced?
 2. Will all cuts be done at the same time, or will it be done by College/Department/Unit?
 - ii. If, after this round of cuts, are there forecasted cuts later in the year or in the next year or year after?
 - iii. When do you foresee the University reaching a workable, steady state?
 - iv. Dr. Pestello's response (President):
 1. Started with strategic plan, later became evident budgetary challenges. We are not alone in this, higher education is seeing this overall, including drops in income from tuition. What has impacted our bottom line is that the discount rate has increased faster than sticker price – now at about 50% discount rate for freshmen. While this is good for students, it creates problems for our budget as revenues have been flat.
 2. The Board of Trustees allowed an increase for endowment spending to 5%, which provided an additional \$5 million (from 4.5%). However, we were still \$16.7 million short at end of the past fiscal year.
 3. The questions were: What should our response look like? Should senior administration take on the task? Have others do it? Decision was to bring in a team of people for consultation and Bain was selected to do so.
 4. Right now, we need to take the organization and change its structure. This includes the bureaucracy and levels of management in order to make us more nimble, entrepreneurial, and give people more autonomy. Looking now at where we can also grow revenue.
 5. Dr. Pestello recognized that some would like decisions to simply be made now. However, we want to ensure we are being very thoughtful about redesign, which takes time and conversation.
 6. Decisions will be made this semester, likely February, March or April, but we do not know when exactly. Decisions regarding packages that will be offered to those separated are being made, which will be more generous than they have been.
 - v. Mickey Luna's response (Vice President of Human Resources):
 1. Have provided as much information as we can now. Trying to ensure that we make the best, fairest decisions possible.
 2. One of the things that we have done to try to impact this has been the position control process, that while unpopular, it will be able to limit the number of individuals who will be separated from the university.
 3. Mr. Luna expressed that he wished there was a better answer for the anxiety that people have, but assured staff that great thought and discussion was being put in to ensure this was done fairly and in line with our mission.

4. To the question of if all cuts will be done at one time? When decisions are communicated, they will likely all be done on one day. However, there is recognition that there will need to be a phase in with some positions. Thus, some decisions may need to be delayed, but are not sure what that will look like. Will try to be as transparent as possible if decisions are being delayed. Our industry is very dynamic, and requires us to constantly change and be flexible. We are challenging our leaders to do that, so we will always be thinking about how we adapt to current changes. When we finish this organization and redesign, we will be in a steady state, but doesn't mean that we won't constantly be looking to change to adapt and provide the best services to our students and patients.
 5. To the question of should I pack up my office now? While everyone is working under a level of anxiety, we should all try to take a step back and controlling what we can – doing the best job that we can.
 - vi. David Heimburger's response (Vice President and chief Financial Officer):
 1. Addressed challenges of revenue and enrollment. Need to find opportunities to generate revenue in addition to making the necessary cuts. If we can grow revenue, then it will make us a stronger institution.
 2. Looking at questions of yield (applicants that are accepted and then attend). Ours is low compared to other peer institutions.
4. Early Retirement
- a. In the past, the University has offered Voluntary Early Retirement (VERP) options to assist in budget shortfalls. Will the University consider or is it considering this as an option?
 - b. Dr. Pestello's response:
 - i. The short answer is no, the University did this in the past
 - ii. What we are working on now is what the severance packages will be this time around.
5. Endowment
- a. Much of our financial success is tied to the health of our endowment. We are, reasonably, not spending the discretionary portion of the endowment, and simultaneously trying to grow the corpus. How do our endowment investment returns compare to our competitor institutions and what are we doing to review and revise our investment strategy?
 - b. Dr. Pestello's response:
 - i. Laid out understanding of endowments:
 1. True endowment – when donor gives us a gift, there is a formal legal contract that indicates where they want the money to be spent. That money, and the money that it makes, can't be spent elsewhere.
 2. What you are always trying to do with an endowment is to ensure that if someone gives you that money, the corpus, the original gift, is worth the original gift is, plus interest, and then the rest of it you take to achieve the donor goal. How do you spend now, to satisfy the donor's intent, but also save to increase the corpus to allow for growth. Most institutions allow this to be about 4.5%.
 3. Congress has been focusing on this, asked institutions with \$1 billion to answer questions regarding endowments and spending. There is not as much control within the institution as some may think.

4. If you are not continuing to grow the corpus than you are going to end up in trouble (if corpus gift drops below original gift, then there are questions about if you can spend that money).
- ii. Mr. Heimbürger's response:
 1. Our endowment is \$1.1 billion dollars, we would have \$50-52 million to spend. Over half of that is restricted, so we really have about \$20 million to spend.
 2. As compared to other institutions, we had a negative 1.4% return this year, WashU had a negative 3% return, Harvard also had around the same.
 - a. Why do returns vary so widely? Comes back to how you choose to invest the money. SLU has asset allocation formula used to choose how to invest.
 - b. We are relatively conservative in asset allocation as compared to schools with other endowments. This is a positive when market has period of growth. We get hurt, proportionally, when market declines.
 - c. We monitor investment return every year; by NACUBO (National Association of College and University Business Officers)'s rankings on investment return, we have been in the first or second quartile for the past 5 years.
 - d. The investment of the endowment is set annually by the investment committee by the Board of Trustees, who are experts in this field.
 3. Spend rate – every year we do an asset allocation model where we look at how we are investing and what we can expect to return. We aren't expecting 10% returns as we did 10 years ago prior to the crash in 2008. We are now expecting a 6.5% return investment long term – we look for this endowment to be here beyond 200 years from now. Have to also consider inflation, and thus the 4.5% spend rate. The 5% spend rate is aggressive, and if we maintain this, we would spend the endowment faster than the donors intended. Have to protect the initial gift.
6. University Goals/Objectives for next 3 years / Magis focus for 2017
 - a. What goals and objectives do you have for the University, especially with the role of Magis, this year?
 - b. What are your goals and objectives for the University over the next three years?
 - c. Dr. Pestello's response:
 - i. After the strategic plan, which had 5 key initiatives, 22 goals, and 80 objectives, the President's Advisory Council discussed the 80 objectives and ranked them, and then came up with 23 to focus on. The full list of initiatives, goals, and objectives can be found on the Magis Operational Excellence Program's website (https://www.slu.edu/Documents/strategic_plan/Magis%20%20September%202015.pdf).
 - ii. Of those initiatives, goals, and objectives, the administration is particularly focused on: the Magis Operational Excellence Program; next area of growth and where we can generate new revenue; the fundraising campaign (in silent stage now), part of that is storytelling and inevitably there will be stories as SLU makes cut, but hoping that donor's will see it as a positive because we are taking the necessary steps to make us a stronger institution; bicentennial planning; campus master planning effort and the investments that are being made around campus by others; the clock tower accords – we must continue to make progress in these;

investments in our people; focusing more on mission and mission centered hiring, how to infuse mission more across the organization

7. Raises

- a. Last year there were no raises for staff. Given the budget, will there be raises for staff this year?
- b. Dr. Pestello's response:
 - i. Began with a caveat: though there were not merit raises last year, there were some raises for promotions and bringing people to market value in their salaries.
 - ii. Hoping for this year to give a percentage to each unit to give raises on bases of merit and promotion. However, this cannot be guaranteed now. Contingent on how we address the budget issue now and if revenue generating areas (enrollment, aid, housing, etc.) are as we expect them to be, then the University will hopefully be able to offer raises.

8. Time off between Christmas and New Years

- a. Many staff were very grateful for the additional time off to spend with family and friends between Christmas and New Years.
- b. Will this become a permanent University closure?
- c. Dr. Pestello's response:
 - i. Not prepared to say that yet, but is aware of how much it means. Depends on many things moving forward.
- d. How do we balance closures like this, when non-SLUCare Operations close, with the needs of SLUCare? During these closures, SLUCare is left with no administrative support (particularly in Finance, ITS, HR).
- e. Dr. Pestello's response:
 - i. SLUCare needs to stay open over breaks (referenced personal experience this break), what we do for those who cannot take those days is that they can take comp days later, but doesn't address this question.
- f. Mr. Luna's response:
 - i. Next year to look at providing the necessary support over break, may need to stagger staffing to provide that level of support
- g. Mr. Heimburger's response:
 - i. Some finance people were in the office during those days.
- h. David Hakanson's response (Vice President and Chief Information Officer):
 - i. There are a whole set of resources in SLUCare and there are people in SLUCare on those days and the help desk. For foundational pieces, we have people on call for issues that cannot be addressed through help desk.

9. New Billiken

- a. Is there a timetable for when the new Billiken mascot will be released?
- b. Dr. Pestello's response:
 - i. Word marks and 2D was redone – this will not be changed.
 - ii. The mascot was then created from the 2D design, with the mouth as the space for the person inside to see and breath, made the mouth large and received very negative responses.
 - iii. Did a poll with 17,000 responses, taking those responses to mascot company, who is creating new iteration that will be rolled out at a basketball game in the next few weeks. Announcements will go out soon.
 1. Note that the person will not be as agile because of limited sight in the new costume. Balancing safety of person in costume and the ascetics.

10. Floor questions:

- a. When communication is done regarding cuts, how will that communication be done?

- i. Mr. Luna's response: There will be personal conversations and there is great thought right now to do so in a way that recognizes people's contributions, respect for the individual, etc.
 - b. For those staff that are notified that they will be separated, what will the time frame be from the time of separation to actual departure?
 - i. Mr. Luna's response: Those are the types of issues HR is thinking about now. Balancing risks that come in this situation and doing so in a way that does not disrespect individuals and the dignity of their work. Are working through these questions now.
 - c. How many staff positions will be removed? Will someone who has been here longer and makes a higher salary be let go and then a younger person be hired at half the salary
 - i. Mr. Luna's response: Not prepared to answer question. Leaders are working on making decisions, have not been made. Focus on the work that needs to be performed. Not thinking about it in the way the question was posed.
11. Dr. Pestello's closing remarks:
- a. Continue to ask questions to administration and supervisors.
 - b. Trying to always keep the mission at the center of the decisions, which will be data driven.
 - c. Closed with Fr. Christopher Collins leading us in prayer

Announcements:

- 1. Katie Hoff - Mission Service Day, sponsored by Cura
 - a. Piloting program where supervisors can lead their teams in a way that reflects our mission, through service.
 - b. Details can be found on the Cura website. Deadline to participate is February 15th. If you have a service site in mind, can list, if not, site will be provided. A guide is also provided for the experience, including reflection questions on our Jesuit mission and identity. Requesting that a summary of the reflections and snapshots be sent to Cura and that the service day be done during Spring Break week.
- 2. Rita Stites - SLU Stars
 - a. Nominations for SLU Stars are now open to nominate a co-worker who supports the mission and goes above and beyond. A link is on the Human Resources website and nominations are due February 8th.

Cura: SLU Sparks – Sarah Dawson - for pursuing excellence. *"When Sarah was first hired, she was tasked with an enormous feat of getting all of her department's research studies completely up-to-date. She spent hours and hours learning a completely new system, learning new studies, tracking down all of the required documents, and submitting everything to get things back on track. Her drive (and especially her attention to detail) has helped not only her department, but other departments with which she interacts."*

Remember to submit your SLU Sparks! It only takes a few minutes to highlight and recognize the people around you! To do so, please go to the SLU Sparks website (https://slu.az1.qualtrics.com/jfe/form/SV_3De9tPYmwbmGHo9)

Next Meeting: Thursday, February 16th, Schwitalla Hall – Lecture Hall 1 – 12:15 p.m.

Adjournment: Sue Stevens at 1:07pm

Staff Advisory Committees and Representatives – 2016-2017

- **Staff Advisory Sub-Committees**

By-Laws Committee – Kathy Barbeau, Sue Stevens, Elisabeth King, Rita Stites, Cyn Wise

Community Outreach – Yvonne McCool

Professional Relations Committee – Peggy Door, Pete Garvin, Elisabeth King, Rachel Millinger, Allison Roba, Sue Stevens, Rita Stites, Kine Walker, Cyn Wise

Service/Events Committee

- Battle for the Boot – Lori Corzine, Yvonne McCool, Rachel Millinger, Susan Torretta, Kine Walker
- Food Truck Rally – Lori Corzine, Peggy Door, Pete Garvin, Melissa La Rue Hance

- **University Committees**

Bicentennial Celebration Committee – Lori Corzine

Brand Steering Committee – Judi Buncher

Campus Recreation Advisory Committee – Vacant

Commencement/Honorary Degree– Cyn Wise

Cura Steering Committee – Sue Stevens, Yvonne McCool

Email Review Committee – Sandra Cornell, Karen Fox, Kevin Leslie

Emergency Preparedness – Kathleen Wolf

Magis Operational Excellence Program Steering Committee – Cyn Wise

Medical Ad Hoc – Chris Luebbert

Parking Issues – Matt Campbell

President's Advisory Council – Yvonne McCool, Sue Stevens

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Service Award Recognition Committee – Peggy Door, Larry Bommarito

SLU Stars – Pete Garvin, Rita Stites

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 – Lori Corzine

Human Resources – Yvonne McCool

Marketing and Branding – Larry Bommarito

Mission and Identity – Amelia Blanton Hibner



Staff Advisory Committee **@ Saint Louis University**

Agenda for Thursday, March 16, 2017

Busch Student Center, Saint Louis Room – 12:00 to 1:15 p.m.

Call to Order and Reflection: Sue Stevens, Called to order at 12:01pm

Reflection: by Anonymous

“A negative mind will never give you a positive life.”

Minutes: Review and approve minutes from the February 16, 2017 meeting, approved.

Attendees:

Fuze

Carrie Abboud, Lori Corzine, Haley Held, Jan Herweg, Jane Gillespie, Joan Featherston, Kari Elbe, Kim Morton, Patti Mazzuca, Patrick Maloney, Tim Toennies, Missi White-Luster, Susan Torretta, Susan Brown, Sheryl Smith, Sandra Gambill, Sally Bowles, Robert McNair, Mary Cook, Pat Osmack, LouAnn Biermann, Francis Ann Smith, Helen McCormack, Maddie O'Connell, Joan Dalton, Dawn Schwartz, Debra Schindler, Amanda Sah, Melissa Westwood, Karen Bolinger, Katie Linnenbrink, Natalie Sevener, Rachel Millinger, Debra Schindler, Tonya Gallina, David Young, Charlotte Avett, Carie Rakers, Betty Bailey, Alexis Bruce-Staudt, Adrienne McCarthy, Alicia Rocca, and nine unidentified guests (51)

Visitors

Marguerite Kupferer, Ellen Borowiak, Libby Gallogly, Josh Simpson, Lisa Michigan, Troy Turnipseed, Nancy Young, Mike Bauhof, Katya Hill, Katie O'Connell, Anna Beasley, Nicole Mispagel (12)

Members present

Rhonda Arl, Natasha Baker, Kathy Barbeau, Sharon Biddle-Ferrell, Amelia Blanton Hibner, D.C. Cooper, Sandra Cornell, Lauren Davis, Kellisa Fiala, JoAnn Filla-Taylor, Karen Fox, Mary Frazer, Susan Ganey, Peter Garvin, Elizabeth Glauber, Tami Hanks, Lynn Kerley, Delia King, Elisabeth King, Kavitha Krishnarao, Kevin Leslie, Shawnee Magparangalan, Jennifer Masiulis, Summer Mattina, Patricia McQueen, Jana Newell, Denise Pearson, Colleen Schneider, Sharon Spicer, Sue Stevens, Joe Stumpf, Zack Thatcher, Steve Tinge, LaDonna Utley, Ellen Weis, Leslie Wells, Cyn Wise (37)

Monthly Spotlights:

Troy Turnipseed – Summer at SLU

1. Summer at SLU in 5th year, mission is to support PreK through 12 students. International students, and adult programs
2. Camps:
 - a. In 2012 there were 23 camps, now at 66
 - b. Scholarships offered for academic camps – 75-100% tuition offered for those who otherwise would not be able to attend
 - c. Benefits: high academic affinity programs, targeted academic awareness, college access and diversity partnerships
 - d. Program Guides are arriving soon – 60 page guide sent to alumni, staff and faculty
 - i. If you would like a guide, a Google Form will be sent out to request one
 - ii. Guide also goes out electronically to elementary, middle, and high school counselors and admissions counselors take when they travel
 - e. Part of building the K-20 pipeline
 - f. Contact Troy at summer@slu.edu with questions

Mickey Luna & Eric Armbrecht - Question & Answer Regarding Magis Operational Excellence Program

1. Welcome: Acknowledged the anxiety and stress that this project has brought and knows that things don't turn around in a few days or a week and that we will continue to grapple with these changes. Appreciation for attendance at community forum last week, but not all questions were able to be answered. Today focuses more on the questions that staff had. If you submitted a question that was not responded to, let Eric know.
2. Reductions:
 - a. Role of the center: how were decisions made, etc.
 - i. In diagnostic phase multiple people were interviewed and one of the areas that was identified was that it was difficult to accomplish things at the University. This was also highlighted in the strategic planning process, feedback surveys, etc.
 - ii. Recognize that in FY16 had a \$16.7 million deficit. Thus, needed to address cost structure as well.
 - iii. Role of center to focus on 4 areas and the goal was that where work was found to be repeatable, there might be opportunities to do it in a more centralized manner which could lead to cost efficiencies and productivity improvements.
 - iv. Teams that were tasked with evaluating this looked at who was doing what work, how it was being done, etc. Considered where work should be housed, how much of work should be done at a central level and at unit level. How many people are needed to do the work at different levels?
 - v. When deciding which people would be offered the opportunity to move into a centralized function the skills, talents needed for the centralized work was considered.
 - vi. Attention was given to looking at this objectively in order to achieve the goals we needed to achieve.
 - b. Has the "Role of Center" process been completed for all the identified areas? It is my understanding that some of the planned meetings for Marketing/Communications did not happen. If this process has not been completed, could further staffing adjustments-- either at the university or college level--be coming to Marketing/Communications?
 - i. Marketing & Communications was one of the areas that was looked at. The University needs to consider what are the marketing & communications goals and priorities for the University, then make decisions on what should be centralized/distributed.
 - c. Were salaries & perks of top administrators reduced to help offset job losses? If so, how did this take effect, if not, why not?
 - i. Salary reductions were not used as a method for reducing costs, other than circumstances were a person's position substantially changed or it was determined that a person's current compensation was not in line with market for the duties being performed
 - ii. Similar to the rest of the University, salaries of VPs or Deans were not reduced. However, as Dr. Pestello indicated in his message about the reduced merit pool last spring, no members of the Executive Staff were eligible to participate in the merit pool that was established.
 - iii. If you think about what the focus of this work was, the need was to reduce our cost structure, but it's not just about that. It's also about how to operate more efficiently and more effectively. Thinking critically about designing structures that identify the work needed to do and what people do we need to do that. Just as much about empowering our community and the people that work here as much as it was about how to cut cost.
 - d. For anyone who received a bump in responsibilities or title, that would be a promotion, was there a raise? And how did this interact with the University's cost savings goals.
 - i. No dollars were set aside or accrued at the present time.
 - ii. Recognize that people might be taking on additional responsibilities, including supervision. Changes in position titles or responsibilities, does not automatically mean a salary increase. However, what we anticipate happening over the next few months is letting the work settle out, determine what are the things people

- are doing, what needs to be done, etc. – as this happens, then adjustments will be made with HR and division leaders as appropriate.
- e. SLUmor has it that the reduction in force on 3.7.17 is only #1, there will be more, if so how many more?
 - i. No plans for a reduction in force similar to what just happened. But, we are working in a dynamic environment. Thus, we are still under a lot of cost pressure. So while there are no plans for a reduction in force similar to what we just experienced, we also need to be aware of that environment and that changes can continue to happen as we move forward.
 - f. When will the restructuring of Medical School staff happen? Will that include SLUCare employees?
 - i. Because there was a new dean at the Med School, their implementation was delayed so that he had time to evaluate structure. He will begin thinking about and analyzing what those changes will be soon. We expect those changes will be implemented by the end of the fiscal year (June 30, 2017). Communication from dean of Med School said May/June (that announcement only went to SLUCare and SOM).
 - ii. Perception was that SOM was not participating in the restructuring of the University, they are, but the timeline is different.
 - iii. Patient facing activities of SLUCare were outside the scope of this program. However, the dean has noted that part of his job is look at how we operate SLUCare. So while SLUCare is not part of overall program, and we are not aware of a planned reduction in force of SLUCare at this time, the operations will be under review.
 - g. If additional staffing cuts are necessary this academic year, will a voluntary early retirement package be offered to staff?
 - i. We did a voluntary early retirement package over two years ago. The decision was made that while the feeling is that it was successful, in that it accomplished the goals, we decided that we would not use this program. This is because the focus is on how we operate efficiently and effectively, and thus what are the roles we need. What happens sometimes in an early retirement program is that people who have important skill sets and roles retire and then those people need to be replaced. We felt that if this process was left to voluntary decisions, we wouldn't have achieved what we were aiming to do.
 - ii. No plans to do an additional reduction in force.
 - h. Did the last VERP recoup the savings? Was it effective?
 - i. It was effective, it did achieve savings. But we had to go back and refill some positions.
 - ii. Follow Up: Monetary gain from VERP?
 1. Eric: Faculty senate received presentation from Heimburger regarding the Return on Investment from VERP. This is a public document. Will get it to SAC.
 - iii. Between 2011-2016 net tuition revenue increased by \$7 million. To do a 2% merit increase, which is less than we would like to be able to do, cost the university \$7 million. If net tuition revenue has not continued to grow, but we are still trying to do merit increases, then the costs and revenues will, and did, cross.
 - i. Will the layoffs have an effect on our health care benefits next year? Increase/Decrease in costs? (Since there are fewer employees)
 - i. Would not anticipate this. We look at a variety of factors, utilization of benefits, etc.
 - j. EAP available generally, if you need additional assistance, let us know.
 - k. How many positions in HR were cut?
 - i. Every unit had to make cuts, HR included. Eliminated multiple positions.
3. Moving Forward:
 - a. Mickey: Coming out of all the changes, people are trying to adjust to the work that needs to be done. That is natural, and hard. If we think this is the ultimate goal, that we have

to do all the things we were doing with fewer people, then we haven't done this correctly. The charge then is to determine what are the things we need to do, how do we do them more efficiently, what are the things we stop doing, what are the things we start doing that we have not in the past. Thus, the big question is how do we operate differently?

- i. It will take time to figure that out, and we didn't say that someone will come in and tell us how to do this.
 - ii. We are relying on our people to determine the answers to these questions and work with their managers to implement those kinds of changes.
- b. Is there a process set up to determine if these functions, particularly those that are centralized, are working?
- i. IT specifically will do this as their role is so central to the University. They have several different metrics to track customer satisfaction.
 - ii. Did outsource some of the frontline customer service, particularly at night. The results show that the first call resolution has increased in the weeks since it has been implemented. Will continue to monitor this and ensure that it works.
 - iii. Working with everyone to ensure that the work that needs to get done is getting done. We will continue to do feedback surveys. Hope is that we will see all of our University staff feel empowered to do their jobs and be successful.
- c. The day after staff layoffs, our VP announced that the hiring freeze was over and that he was excited to fill some positions. We lost a person in our office and even more in our entire division. How can the hiring freeze be over so soon after we lost many people? How is SLU making sure that we don't get in the same spot again? How can hiring freeze be over so fast after the layoffs?
- i. Mickey – were not under a hiring freeze, we did fill some positions, but we were strategic about those hires. In doing so, we reduced the number of people that were impacted by the layoffs last week (by not filling those positions). Approximately 170 positions that we were able to apply toward the reduction in force because they were empty.
 - ii. Also consider the investment piece – that there are areas that they need to hire in or have been waiting to do. Some of the plans that the Deans or VPs submitted had vacant positions based on their plans.
 - iii. Have processes to ensure that we don't revert backwards. There will be a process that will need to be followed with future hires for vacant positions.
- d. How much did we save in outsourcing IT and then hiring an Associate VP of IT for the Medical Center?
- i. Hiring of Associate VP of IT for Medical Center was unrelated to this, it was a necessary requirement for compliance related issues. Also acknowledge that we have to invest in the critical priorities of the University, and this is one of those areas.
 - ii. Was cost savings in outsourcing IT. General strategy was that if things can be handled over the phone and you can increase your first call resolution, then you are able to free up time for those issues that need more in depth, face to face time.
 - iii. Can get more detailed information from IT.
 - iv. Follow up: Individual that had a bad experience, issue was not resolved.
 1. Eric – Have to resolve these issues and this is not acceptable, need to bring these issues up. Send the email to David Hackanson. One of the goals of this process was to flatten the bureaucracy, so that folks feel comfortable to reach out to different individuals. If you don't feel comfortable doing so, reach out via the Magis site to submit the issue.
 2. Mickey – If something is not working, voice it. It is also a major change, so we also need to demonstrate some patience. For too long we have allowed high levels of bureaucracy and mediocrity to continue. So please, voice it, with respect

- e. Are you centralizing staff from the Health Sciences College or will they stay in the college? (Clarification that this dealt with the business and finance on the Med School and South campus)
 - i. The SOM is undergoing its organizational structure review, if there are changes then it would likely be put into place in May/June.
- 4. General
 - a. How can we spend money on dorms and then say we need to save money?
 - i. We are here for the long haul, and need to increase our profile as an institution, and thus there are things we have to invest money in order to do so.
 - b. Challenges with Events planning and how it impacts revenue. Is Events under the purview of the review?
 - i. Events planning is currently under Student Development
 - c. In addition to last week's open forum, are there going to be opportunities to help students work through this anxiety or information to share with students?
 - i. Hope that all are aware of the disruption to student support due to the layoffs. Would hope that if there was a person interacting with students, and that person was laid off, then it is the unit's responsibility to take care of their students, those relationships, and ensure that the right referrals are happening.
 - ii. If you are seeing something that we are missing, submit it to Magis.
 - d. After the reduction in force, will there be raises?
 - i. This is the time of year when the administration starts looking at all budget related items. Will research dollars increase or decrease? Will we have more students or less students next year? Will discounts necessary to attract those students increase or decrease. These are the types of questions the administration is thinking about as it determines the ability to establish a merit pool for next fiscal year.
 - e. Academic cuts?
 - i. How do we make changes to programs
 - ii. Program disestablishment – notified
 - 1. Committed to teach out
 - 2. Portfolio of academic programs is strong and responsive to the market, but we have some that will be disestablished
 - iii. Summer fall notification to students
 - iv. Never taken down, we always put up
- 5. SLU has struggled in the past with the relationships between faculty and staff. We were treated as if the burden of this financial crisis has fallen on staff shoulders. How is the university going to address the disheartened feelings and the inequality of the layoffs?
 - a. If you look at diagnostic report, will see balance between administrative and academic. Academic units are going through difficult process of determining how we do things differently at academic units. At stage that we were at a few months ago.
- 6. Climate assessment
 - a. Yes, working with division and unit plans and implementing them. A bit behind though, given that those leaders have been charged with other pieces as well. Will be responsible to develop a plan to respond to the feedback they received from survey
 - b. From university standpoint, focus area was empowerment, and this project has been about empowering people to feel in the work place they can accomplish what they need to accomplish. Other areas that are focus areas that we will hear more about over the course of the next few months.

There were many other questions that were submitted but were not able to be addressed given the time constraints of the session. Staff are encouraged to go to the MOEP web page where FAQs have been updated.

<https://www.slu.edu/operational-excellence/frequently-asked-questions.php>

Updates:

- 1. Tobacco Free Campus Policy – Sue Stevens

- a. It is our responsibility to remind people, call DPS with problems

Announcements:

1. Nominations for the 2017-2018 SAC Executive Board
 - a. Nominations are due: Friday, March 24th
 - b. Ballots will be sent out the week of April 3rd
 - c. Executive board announced at April meeting
2. Joyce Huelsmann Award Nominations
 - a. Call for nominations will be sent out soon
 - b. Recognizes SAC member

Cura: SLU Sparks – Joan Featherston - *"Each and every day, Joanie is on the front lines helping students, faculty, and staff with all university questions, comments, and concerns. Joanie has a way of making all of our guests feel as though they are heard, cared for, and shown compassion while they are visiting the Wool Center. In addition, she leads our team of student workers, and not only builds their professional skills but teaches them to be kind and compassionate, too. I truly appreciate the light Joanie shines everyday she is here."*

Unable to read at this meeting.

Next Meeting: Thursday, April 20th, Schwitalla Hall, Lecture Hall 1, 12:15 – 1:30 pm

Adjournment: Sue Stevens, 1:15pm.

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- **Staff Advisory Sub-Committees**

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Service/Events Committee

- Battle for the Boot – Yvonne McCool, Rachel Millinger, Susan Torretta, Kine Walker
- Food Truck Rally – Pete Garvin, Melissa La Rue Hance

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Bicentennial Celebration Committee – vacant

Brand Steering Committee – Judi Buncher

Campus Recreation Advisory Committee – Daria Dietz

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Mission and Identity – Amelia Blanton Hibner



Staff Advisory Committee **@ Saint Louis University**

Agenda for Thursday, February 16, 2017
Schwitalla Hall, Lecture Hall 1 – 12:15 to 1:30 p.m.

Call to Order and Reflection: Sue Stevens

Reflection: by Mahatma Gandhi - "The best way to find yourself is to lose yourself in the service of others."

Minutes: Review and approve minutes from the January 19, 2017 meeting

Attendees:

Fuze

680-4959/?, Kristina Bryan, Tim Toennies, Jeremy Nagle, Allison Roba, Amelia Blanton Hibner, Charlotte Avett, Charina Stanley, Colleen Schneider, Daria Dietz, Dawn Schwartz, Delia King, Emily Anstoetter, F. Ann Smith, Janet Neauhaus, Jeanne Young, Joan Dalton, Karen Trueblood, Karin Easter, Katie Linnenbrink, Kristen Miller, Kristina Bryan, Loretta Edwards, Mary Frazer, Mark Haenchen, Mary Cook, Meme Wolff, Natasha Baker, Pat Hoffarth, Patricia Osmack, R. Coyle, Rachel Young, Robert Aitken, Sandra Cornell, Sandra Gambill, Susan Ganey, Susan Torretta, Tami Hanks, Tim Toennies, Todd Robben, Tonya Gallina, Meme Wolff (42)

Visitor

Annette Potochick, Wendy LaBenne, Debra Schindler, Tonya Vernon, Jennifer Franey, Carol Stengel (6)

Members present

Diane Barbeau, Kathy Barbeau, Mary Ann Barrale, Larry Bommarito, Susan Brown, Kirsten Ellis, Kellisa Fiala, Janet Flach, Peter Garvin, Elisabeth King, Stacy Mack, Yvonne McCool, Rachel Millinger, Erica Mullikin, Jana Newell, Denise Pearson, Sharon Spicer, Sue Stevens, Rita Stites, Joe Stumpf, Steve Tinge, Ellen Weis, Rachel Young (23)

Monthly Spotlight:

1. Kathy Merlo – *SLUCare* Update
 - a. Addressed question of access via phone. They have redone the way the phone lines are done, now has a phone tree where you can select what you would like to do and you get a human being on the phone quickly. Large advance for the practice.
 - i. Utilized outsourcing, did significant retraining
 - b. Future Plans:
 - i. Building project – new hospital and ambulatory care center
 1. September 1, 2015 SLU Hospital and SSM entered into a partnership. SSM now owns and operates the hospital, and SLU is a minority partner to SSMSL (SSM St. Louis) network. Emphasized that this is a great partnership, from a mission standpoint and Catholic identity.
 2. Renderings and drawings will be released in the next few months.
 3. This will be a new hospital – the old one will not continue to function once the new one exists.
 - ii. Guiding Principles for the Project Include:
 1. Community Relationships, Patient Experience, Operational Excellence, Academic Excellence, and Flexible Growth
 2. Kathy showed a drawing of what footprint would look like on the green space north of the current hospital
 - c. Q&A:

- i. Current thinking is that the current hospital will be torn down (Firmin Desloge tower is not part of that).
 - ii. Parking for faculty and staff – unsure where that parking will be. Parking is under review now.
 - iii. Plan for breaking ground is this summer – possibly September 1st. Will see some movement though as there are some projects that need to be addressed first (electricity lines, etc.).
 - iv. Feedback from patients, faculty and staff on design of the building. Several hundred SLUCare faculty and employees and SLU Hospital employees have participated in discussions of what is needed, changes, better facilities, etc. which has been going on from months.
 - v. Security concerns – there is a committee on security. Want patients to feel secure, and thinking about the best way to have patients going in and coming out.
 - d. Closing Remarks: Aware that this is a time of uncertainty at the University. Noted that SLUCare is growing. If you are interested, take a look at the website and apply as you like. SLUCare is prioritizing SLU employees in hiring processes.
- 2. Tommy Lucas – Military Programs at SLU
 - a. Mike Bamberg retired and now Tommy Lucas, the graduate assistant in the Office of Military and Veteran Enrollment Services under Associate Dean LaShone Gibson
 - b. Trying to increase military student population on campus. Pointed toward specific areas that have already benefited (education, STEM fields, etc.)
 - c. Looking at policies and procedures that do or don't exist that impact students.
 - i. Veteran: active duty and reservists included
 - ii. Example: didn't have policy in place during Ferguson as students were reservists and being recalled – what to do about their student status, missing class, etc.
 - iii. Looking at disability services policies – can take 6 months to get an appointment with the VA, if they schedule during your class time, you need to go to that appointment.
 - d. Affinity groups:
 - i. Faculty and staff affinity group – have a voice for faculty and staff who are military affiliated
 - ii. Alumni affinity group – does not exist currently
 - e. Gaps have been identified through veteran friendly or military friendly third party assessments
 - i. Didn't have affinity groups (for military spouses, for example)
 - f. Update branding of office as well
 - g. Did deployment send off for Missouri Army National Guard Boc and Cco 1st of the 138th Infantry Regiment in January
 - h. Yvonne McCool plugged volunteering with HEROS Care
 - i. Discussion has begun to be able to do collection at SLU Billiken athletic games for packages, etc.
 - i. While care packages may seem arbitrary, students who will be deployed (are deployed) sought out Tommy's office
 - i. Noted that postage is often the largest cost – trying to address ways to make this not as expensive
 - j. Applications will now ask if they are a veteran, and asking for more specific information (what branch did you serve in, when, etc.), and asking if students are dependent of veteran (and those follow up questions, branch, when, etc.)
 - i. In the past, we only knew if students were veterans if they later told us or were using GI bill
 - ii. Have applications be altered for all schools?
 - 1. They have made the suggestion to other schools (like SPS and Law) but on main University application it will be.
 - k. Current numbers of student veterans:
 - i. 380 students
 - 1. 14 active duty
 - 2. 93 Dependents

3. 24 Health Professions Scholarship Program
4. 15 Reservists
5. 31 ROTC
6. 203 Veterans

Updates:

1. Elisabeth King – Vitality Wellness Rebate
 - a. Vitality changed the program as of January 1, 2017 – no longer doing subsidy program, is now rebate program
 - b. How this works:
 - i. If you are a member of a gym (partner or non-partner health club) you are required to get 100 verified workouts (going to whatever gym) which may include any workouts that have been counted up to this point (FitBit and 10,000 steps, etc.) from January 1 forward.
 1. Thus, it's not a lot – 2.5 verified workouts a week.
 - ii. If you do this, then you are eligible for rebate of \$350 – full amount of gym membership at Simon Rec Center
 1. In the past your subsidy was based on your Vitality Status, but now it takes everyone to the top level. However, assumption is that you are going
 2. Sill can only get one verified workout a day
 3. Showed how you can see, on Vitality, how many workouts you have completed out of possible workouts
 4. Will be doing a lunch n' learn on a future date in March (*due to scheduling conflicts, this may be pushed back to early April)
 - c. Contact Elisabeth via the Benefits email if you have questions – wellness@slu.edu
2. Sue Stevens – General Announcements
 - a. Parental Leave Policy: University is working on parental leave policy. Hope to have final draft by the end of this fiscal year.
 - i.
 - b. Questions for Dr. Pestello that we did not have time for"
 - i. Crosswalk timing at Grand and Park has been addressed with the City of St. Louis
 - ii. Snow removal denigrates sidewalks – could we have a different way of doing so?
 1. Continuously evaluate snow removal, decision was to continue with the current methods, including power broom snow removal
 - c. April 21st – Food Truck Friday on Carr Lane
 - d. Watch out for nominations for next year's SAC executive committee
 - e. No smoking policy on campus – who do I contact if I see violations of the smoking policy
 - i. Sue was unsure that there was anyone that was responsible for policing that policy – it would be up to all of us to remind an individual that they are violating the policy
 - ii. Sue will inquire and get back to the membership.

Cura: SLU Sparks – Debbie Dill Garvin - *"Debbie Dill Garvin is the events manager for our department (Alumni and Donor Engagement). I have worked alongside her at many events, but there was a special event in mid-December that confirmed how much Debbie goes above and beyond her duties. She put so much time and energy into this event and the guests all thought it was fantastic. The small details made the difference, and Debbie thought of everything. I love working with someone who is so organized and energetic, and I never worry about event details because I trust that Debbie will solve any issues before I even notice them. She really does think of everything and strengthens her community with her positive attitude and sense of humor. For this, I want to give Debbie a SLU Spark! She deserves one for the event in December and many more for all of the events she coordinates. They are always fabulous!"*

Cura Corner: Father Collins – *“A Senior Administrative Assistant sends out the Daily Word topic of the day from her religious affiliate to all employees in the department. I have asked her several times to unsubscribe me. I just don’t feel this is SLU policy for this employee to send out daily religious material to all co-workers. The Department Business Manager condones this behavior. This has been going on for six years. What next telling me who to vote for?”*

Fr. Collins’ response:

1. Should operate under the principle that in sharing things that are not work related that are personal, one should propose and not impose. Put it by way of invitation: there is a daily reflection, would you like to receive it? If yes, then pass on, if not, then do not.
2. Provided reflection on culture and challenge of having difficult conversations.
3. Highlighted a few other areas:
 - a. An overnight staff retreat is coming up in March as well as an Ignatian lunch in March
 - b. With the changes coming, Fr. Collins will be planning a prayer service at the end of the day that cuts are made for people to come together if they want – to give thanks, to grieve, and to be a community. Is planning to have Jesuits to be around that day on campus. If you have suggestions as to how Mission & Identity can be present and support, reach out to Fr. Collins.

Next Meeting: Thursday, March 16th, Busch Student Center, Saint Louis Room – 12:00 p.m.

Adjournment: Sue Stevens

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- Battle for the Boot – Lori Corzine, Yvonne McCool, Rachel Millinger, Susan Torretta, Kine Walker

- Food Truck Rally – Lori Corzine, Peggy Door, Pete Garvin, Melissa La Rue Hance

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Commencement/Honorary Degree – Cyn Wise

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Work Group – Public Art and Aesthetics – Kirsten Miller

Work Group – Race, Poverty and Inequality – Patricia McQueen

Work Group – Recruitment, Admission and Retention – Pamela Jackson

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Academic Affairs – Alexis Bruce-Staudt

Development – Lori Corzine

Human Resources – Yvonne McCool

Marketing and Branding – Larry Bommarito

Mission and Identity – Amelia Blanton Hibner



**Staff Advisory Committee
@ Saint Louis University**

**Minutes for Thursday, April 20, 2017
Schwitalla Hall, Lecture Hall 1 – 12:15 to 1:30 p.m.**

Call to Order and Reflection: Sue Stevens

Reflection: by Socrates

“The secret of change is to focus all of your energy, not on fighting the old, but on building the new.”

Attendees:

In person:

Rhonda Arl, Kathy Barbeau, Amelia Blanton Hibner, Christina Butler, Sandra Cornell, Joan Dalton, Daria Dietz, Kirsten Ellis, Kellisa Fiala, JoAnn Filla-Taylor, Yvonne McCool, Rachel Millinger, Jana Newell, Patricia Osmack, Mary Lou Pereira, Amanda Sahaida, Sharon Spicer, Sue Stevens, Rita Stites, Matthew Sullivan, Steve Tinge, Ellen Weis, Leslie Wells, Cyn Wise

Fuze:

Missi White-Luster, Ben Jurs, Alicia Rocca, Allison Roba, Adrienne McCarthy, Anne Imlay, Beth Glauber, Carie Rakers, Cathy, Colleen Schneider, D.C. Cooper, Danielle, Delia King, Denise, Denise Parker, Diane Goebel, Emily Seitz, Helen McCormack, F. Ann Smith, J. Passow, Judith Buncher, Jan Herweg, Jeanne Young, Karen Fox, Kari Elbe, Kathleen Wolf, Kathryn Beres, Kellie Dalton, Kevin Leslie, Kristina Bryan, Jennifer Baine, Lawrence Bommarito, Maddie O'Connell, Mark Haenchen, Mary Cook, Mary Frazer, Natalie Sevener, Nancy Young, Patricia Hoffarth, Lori Corzine, Patti Mazzuca, Rachel Young, Robert McNair, Sharon Biddle, Patricia McQueen, Shawn McCaw, Shawn McIver, Stacy Mack, Susan Brown, Susan Ganey, Susan Torretta, Tonya Gallina, Zack Thatcher, avettcl (Charlotte Avett), Tammy Grant, Tim Toennies

Minutes: Review and approve minutes from the March 16, 2017 meeting; Minutes were approved

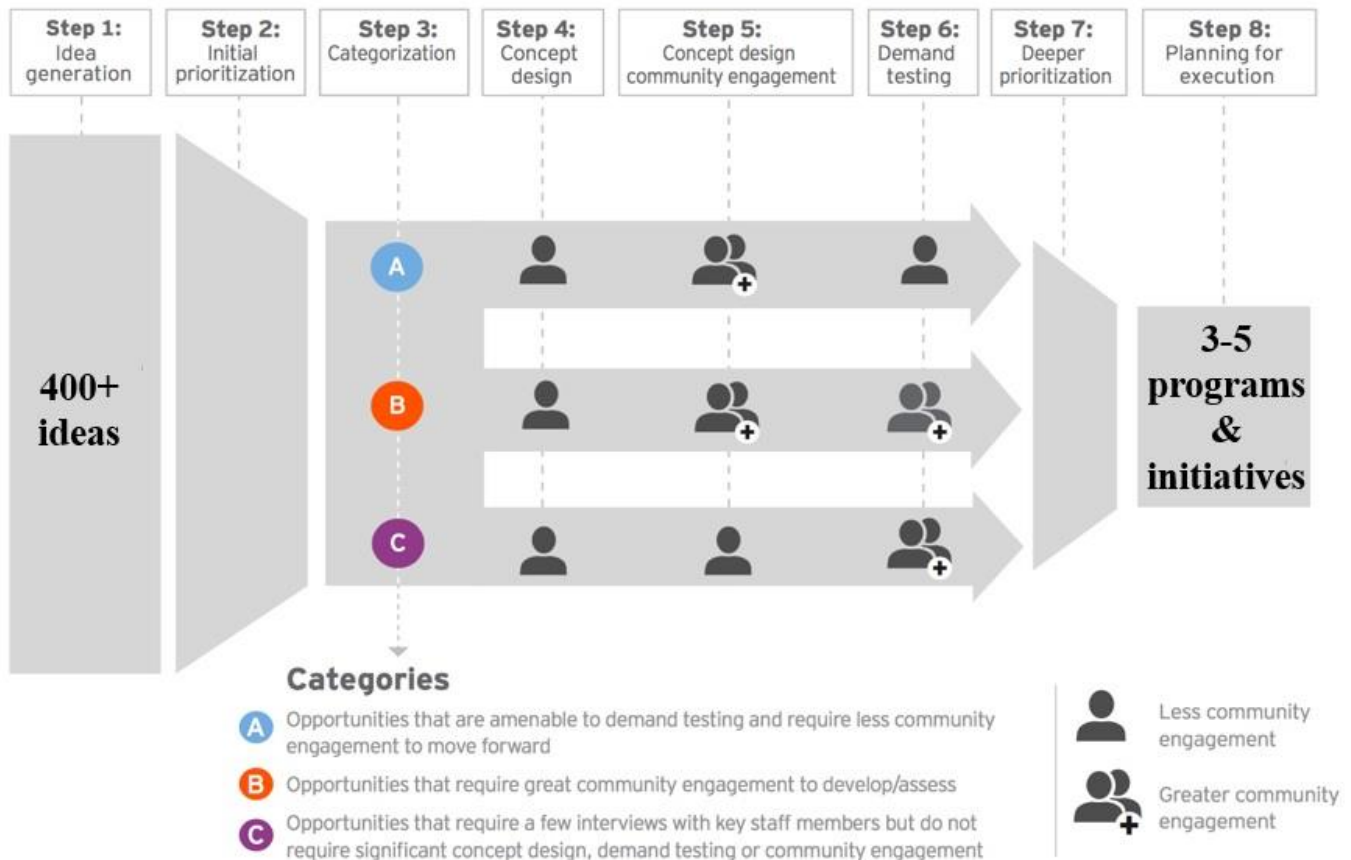
Monthly Spotlight:

Fr. Justin Daffron – Updates in Growth Strategies

1. Introduction to self, including time he studied at SLU. Worked at Loyola in different administrative positions
2. Part of a working group on growth
 - a. David Heimburger
 - b. Jay Goff
 - c. Nancy Brickhouse
 - d. Kenneth Olliff
 - e. David Hackanson
 - f. Kevin Behrns
 - g. Mardell Wilson
3. Listen, Integrate, and Focus
 - a. In the midst of everything we are doing, we need to provide focus on growth
 - b. Expanding mission into new areas, and be attentive to growing revenue
 - c. Build on what is here and continue to move forward
4. ME 3M? - Mission extension with bold ideas that have 3 Million (3M)+ in revenue generation potential. Each idea would be able to net 3 Million when program maturity is reached.
 - a. Looking for 3-5 initiatives that would generate the 3 Million sought
5. Process flow (see image at bottom for summary)
 - a. Step 1: Over 400 ideas were submitted regarding growing SLU
 - b. Step 2: They have been initially prioritized
 - c. Step 3: Then categorized
 - i. Category A: Opportunities that are amenable to demand testing and require less community engagement to move forward

- ii. Category B: Opportunities that require great community engagement to develop./assess
 - iii. Category C: Opportunities that require a few interviews with key staff members but do not require significant concept design, demand testing, or community engagement
 - d. Step 4: Then to concept design
 - e. Step 5: Concept design and community engagement
 - f. Step 6: Demand testing
 - g. Step 7: Deeper prioritization
 - h. Step 8: Planning for execution
- 6. Areas that ideas have been in:
 - a. Scaling and Bundling Programs
 - i. Opportunity to build out programs, particularly in the health field
 - b. Expanding Health Space
 - i. Critically important with relationship with SSM
 - c. Innovating to Reach New Markets
 - i. This is where big and bold ideas are centralized. Focus on those areas where we have strengths and would continue to build, that are mission centered. Areas where we already have excellence but could expand.
 - d. Creating a 365 University
 - i. Working with students from a young age on through college
 - ii. Windows of time, particularly over the summer or breaks, where we could do shorter semesters or class times. How do we build out and use all of the facilities we have to better serve our students to have more flexibility and options to complete their degree
- 7. Next Steps:
 - a. Discuss concept designs through community engagement with Cabinet, Coordinating Council, Advisory Council, Faculty Senate, and Staff Council
 - i. Hot list of 15 different areas, will bring to stakeholder groups
 - b. Complete meetings with select trustees to solicit input on growth strategy
 - c. Sponsor open Growth Town Hall Meeting to provide opportunity for broad input by faculty, staff, clinicians
 - d. Work with leadership to integrate and align growth efforts with other institutional strategic planning.
- 8. Q&A:
 - a. How can I share a good idea that hasn't been submitted?
 - i. Directly email Justin – jdaffron@slu.edu
 - ii. If you previously submitted an idea, it has already been recorded in the idea bank.
 - iii. Can we see previous ideas?
 - 1. They are located on master excel spreadsheet that Fr. Daffron has, he would be happy to work with you and share those lists.

Process Flow for Revenue Generating Ideas:



David Heimburger – FY 18 Budget

1. FY18 budget has not been approved. Being presented at next BOT meeting
2. Brought Fred Winkler, Controller, and Brianne Burcke, Planning and Budgeting Director
3. He last 5 years we have seen operating margins declining, revenue flat, and expenses increasing
 - a. A lot of professional and graduate enrollment has declined, causing a decrease in revenue
 - b. Not really a freshman issue, those numbers are being met
4. Board of Trustees has made it clear that running deficits is not acceptable
 - a. Reviewed process of need for outside firm and selection of Bain as firm to work with.
 - b. Reviewed process that Bain went through to look at the different ways that the University could change, including through organizational redesign with staff members and reducing supervision layers and target dollars that units were to cut.
 - i. Noted that DPS was cut out due to safety concerns.
 - ii. Leadership at the University struggled with the decisions and cuts had to be made.
 - iii. Severance package was put together that would be viewed as fair.
 - iv. Now one of the initiatives is the Academic Reinvention piece that is being spearheaded by the Provost, Dr. Brickhouse.
 1. The impact of those plans will be different than those at the staff level due to the differences in programs, faculty contracts, etc.
5. In using hiring freezes earlier in the year, we saved many people from being laid off.
6. Q&A:
 - a. In FY16 we heard that we came out \$16 million in the hole, what is the expectation for FY17?
 - i. Similar for this year, but some were one-time costs (such as the cost of Bain or severance packages).

- b. What is the deadline for budget submission from departments?
 - i. Will be a short and compressed time frame. Day after May 6th Board meeting, budget will be pushed down to each of the organizations. Compensation increases were being built into the Salary Planner, which makes things a bit more complicated.
 - ii. Acknowledged how short this time frame is and apologizes in advance.
 - iii. Those who have already been working on budgets may have some adjustments to make, pending how planning was done. SLUCare will also be different.
 - iv. If we have different types of funds and made adjustments, will we have to change things re: labor distributions?
 - 1. Not anticipating much change or re-do.
- c. According to the Magis site there are likely more restructuring in SLUCare as well as ITS. This pending restructuring in ITS seems slanted towards using outside consultants/contracting, often rates at 2-3x former internal resources. Can you explain how actually spending more money improves the bottom line for the University?
 - i. Quick answer, it doesn't.
 - ii. Phase I of IT organization
 - 1. Hotline number was staffed internally. Decision was that the hotline would be outsourced and able to get cost savings and offer 24/7 assistance.
 - 2. Would not be looking to reduce internal staff and use external when it would add cost.
 - iii. There will be second phase of IT organization. They did not achieve target of savings.
 - 1. Communication on this should be out to IT in next few days.
- d. Also will the likely layoffs in SLUCare (and ITS) include the enhanced severance that was part of March layoff?
 - i. Yes, it is very important that if there are separations needed that we treat individuals as fairly as possible. Severance that was part of the March layoffs was enhanced to a max of 35 weeks (usual is 20).
- e. School of Medicine reduction in force timeline?
 - i. This is still being developed and will become fairly clear soon.
 - ii. Should expect communication of some kind next week.
- f. Reorganization within SLUCare and getting different messaging on if SLUCare will be reorganized.
 - i. New dean is reviewing to see if this is needed.
- g. Departments/units that didn't meet their cuts in the first round, how will this work?
 - i. There will not be a next wave of staff (outside of IT, Medical School, and possibility of SLUCare). What we did in early March is what he is aware of.
- h. Cost of living or performance based raises, if given?
 - i. Raises will be broader; decisions have not been made.
- i. Academic advising Initiative
 - i. Focusing on providing better services and not on making cuts/financial initiative.
 - ii. Concerns over the multitude of advisors that students have, not getting adequate services and getting confused.
- j. I don't understand why if a VP was given a number to meet, why didn't they meet it? Why is the staff forced to endure this prolonged cycle? Why is that tolerable?
 - i. That's a fair question. On the IT side, their target number was such that if it was achieved in March, there was a strong chance in a disruption of service. Did not want this to happen. This was set up in a couple different waves. Understands the challenge that this creates for those who may be in the second wave.
 - ii. Basic operations and the data and information that individuals need to do their jobs was a concern. We needed more time to ensure that we can take care of
 - iii. Correction via Fuze was provided: It [was] in no way, shape or form intended for ITS.
- k. Some staff received alternative options as part of the March 6th meetings including a salary reduction, title change, or retirement in May (with severance).
 - i. These numbers are included in the cuts.

Updates:

Jay Goff - Tuition Rates

1. "Why is SLU advertising tuition at such a high rate, but then because of all the 'scholarships' and 'grants' they give to every student it's then a much lower rate. It's like shopping at Bed Bath and Beyond, you should only go in there if you have a coupon, otherwise it's not worth it. Why play those games? If you advertise a lower price, more students will apply. Many see the main ticket price and automatically think they can't afford it and don't bother applying."
2. Acknowledged this is a difficult question to answer:
 - a. Assumption 1: If price was lower, then people would apply.
 - i. In college choice: program, support pieces, location, then cost.
 - ii. If cost was primary reason, then why has STLCC lost enrollment lately?
 - iii. Those schools that have the lowest cost are experiencing the biggest enrollment declines.
 - iv. So the relationship between cost and applications/attendance are not really related. It is about quality.
 - v. As costs have gone up, we continue to bring in more applications. Doesn't mean those are directly related either (does not mean we should hike up the tuition rate to get more applications).
 - b. Assumption 2: Everyone gets a discount.
 - i. Not true, we have some students that pay full rate, some that pay very little (usually high need).
 - ii. About 22% of students at SLU are Pell Grant eligible. Those students do not generate net revenue, but this is our mission. Thus, there are other students who pay more.
 - iii. Variety in pricing is driven by need – what is their ability to pay (and balance their willingness to pay). Use econometric modeling to figure this out. Result is that graduation rate has gone up 10% in 4 years (largest national increase). Lowered the indebtedness of our students (last year graduating students were \$5,600 less in loans) and increased number of students who graduated debt free.
 - c. Deposits for next year are up!
 - d. Thank you for everything you've been doing!
3. Q&A:
 - a. Gave example of John Burroughs high school, high quality school with a high price tag. But they advertise that sticker price shouldn't dissuade you from applying.
 - i. SLU has a similar statement on our website.
 - ii. Do not hear things like that on advertisements, such as on the radio.
 1. Don't want to advertise that we are "affordable" as that is defined personally. When you know that total cost is \$54,000, we don't want to give the idea that we are low-cost –that is the message you give when you say "affordable".
 2. Thus we send targeting messaging based on what income levels are.
 3. School of
 - b. Any discussion on increasing the enrollment at the School of Medicine (does not have a problem meeting targets).
 - i. 175-180 seats in M1 class, over 6,000 applications for those seats.
 - ii. Could we expand? What people don't realize is that we have one of the larger medical schools in the country.
 1. New dean is looking to if there are some incremental increases (5-15 per class) that could then help us with enrollment.
 - iii. Accreditation, are we accredited to do that?
 - iv. Is there anyone dedicated to finding new clinical sites so that we can increase health care programs?
 1. Deans are looking at this and leveraging the SSM partnership. In some cases it has already happened, in others, they are working on it.

- c. Professional graduate programs and boosting enrollment or cutting them?
 - i. Wouldn't be cutting the programs, per say, but look at how to scale them (their cost and operations) to what they are now.
 - ii. Will be working with individual deans so that once they are rescaled, to work toward increasing enrollment and revenue.
 - iii. You'll see exciting things, like the Law School launching a 2-year law school. International students who have undergraduate law degree and qualified to complete the degree in 2 years.
- d. Programs, even online ones, are not set up well for adult learners. The University doesn't seem to be set up well to pull in adult learners. How to adjust this?
 - i. The idea of rethinking how we do the School for Professional Studies started about a year ago. Looking at how the adult student market have changed:
 - 1. Used to get larger numbers from community colleges (that enrollment is down at community colleges)
 - 2. Less demand once Western Governors Online program came online (all online, 1 set rate, take as many classes as you want per semester)
 - 3. Evening/Weekend model didn't work anymore
 - 4. Individuals wanted it completely online and shorter terms
 - ii. SPS will be 100% online and terms will be broken down into shorter terms, 8 week, some in 4 week terms. Would allow them to take more classes, more quickly.
 - iii. Follow up – in additional to those professional programs, not all other programs are adult friendly.

Announcements:

- 1. 2017-2018 SAC Executive Board
 - a. Chair – Pete Garvin
 - b. Chair Elect – Cyn Wise
 - c. Corresponding Secretary – Sandra Cornell
 - d. Recording Secretary – Amelia Blanton Hibner
 - e. Membership Coordinator – Jennifer Baine
 - f. Treasurer – Sue Stevens
- 2. Joyce Huelsmann Award Nominations
 - a. Nominate those who are deserving of this award! Will announce at August meeting!
- 3. Yvonne McCool – Care Packages; Shoe Drive
 - a. Care packages: These are going nicely. Need snack food items donated! Now have almost 300 people deployed internationally that have connections with SLU community.
 - b. Shoe Drive: Have not yet sorted any shoes and need volunteers to help sort the shoes!
 - c. Food Truck Rally: Friday, April 21st at Carr Lane!

Cura: SLU Sparks – Ryan Boyer – *"Thank you, Ryan, for your amazing and diligent work with our Flight Science students!! You have demonstrated flexibility, care and excellent communication skills while balancing helpfulness and accountability with our students. The communication and teamwork between our units has never been so seamless! Thank you for all of the work you did on the front end and on the back end to help our students in getting scheduled for their flight time. You rock!"*

Cura Corner:

Patrick Maloney – "What should I do if I see someone being bullied?"

- 1. There is a lot of change in our environment, and change can be stressful. That stress can lead to tense relationships with people.
- 2. For any institution that cares about its people, we cannot allow or tolerate bullying.
- 3. Brought handouts (email for copy) that address tactics you can use if you see someone being bullying or if you are being bullying.
- 4. If you see someone experiencing disrespectful or bullying behavior, speak with that person confidentially and tell them what you see, objectively. If possible, take notes, and support that person. Share resources: your own insight; go to their supervisor, or the supervisor of the

individual that is bullying them; refer to the Cura Response Team (977-CURA), if the individual is not comfortable reaching out themselves, see if it is okay for you to reach out on their behalf.

5. It takes people to step up and speak up about behavior in order for culture to change!
6. Be aware of a broader spectrum of behavior, outside of bullying, that is not acceptable at the University.

Next Meeting: Thursday, May 25th, Annual SAC BBQ

Adjournment: Sue Stevens at 1:30pm

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