UNIVERSITY STAFF ADVISORY COMMITTEE

Business Meeting
Minutes
March 9, 2022
Microsoft Teams
8:30 - 10:30 a.m.

In Attendance:
Steven Loborec, Laurel Van Dromme, Debbie Pond, Emily Kelley, Randall McKenzie, Justin Lahmers, Faith Kline, Stacey Houser, Kynthia Droesch, Holly Davis, Sherri Hall, Annie Bingman, Trisha Ritter, Jennifer Elliott, Courtney Gandy, Tina Bogac, Patrick Weeks, Elizabeth Hosket, Drew Miller, AmyJo Baughman, Shelby Dawkins, Allison Jones, AnnaBell Kinsel, Sloane Trusso, Ana Casado, and Brandon Gibbs.

Call to Order 8:32
Adoption of the Agenda
Approval of the Previous Meetings’ Minutes February 23, 2022

Executive Committee Reports
Chair:

• Career Roadmap
  o Second Career Roadmap Townhall was a success. Shout out to O&E for a great event!
  o We are now in the employee review phase. This is an opportunity for employees to agree or disagree with their mapping. Acknowledgement is due by March 22nd. 26,000 letters are being sent.
  o For employees who disagree, the position review form is on the Career Roadmap website. It is 9 pages long and must be completed by both the employee and the manager.

• Steven & Laurel met with Dr. Jeff Risinger this week. Our main initiatives we are working on with Jeff are the permanent status of Winter Recess and adding mental health to the sick leave policy. Staff Affairs is creating one-pagers on these initiatives for Jeff's use.

• At the Executive Committee meeting last week, Steven officially created a Communications Task Force for USAC. Debbie Pond will be the task force lead. Steven asked the subcommittee leads to solicit volunteers from their groups to be on the task force.

• WMC CEO Search
  o Interviews are beginning this week.

• Upcoming USAC Events
  o Annual Report Out with President Johnson – May 24th at 10:30. This will be a virtual event.
  o USAC Recognition Breakfast – June 17th at 8:00. This will be an in-person event at the Faculty Club. President Johnson, Dr. Jeff Risinger, and JR Blackburn will be in attendance.

• USAC Elections
  o Faith Kline commented that we have received a lot of nominations, though many were declined. Letters have been sent to those who accepted, so
they can prepare for the elections. Faith and Sherri are working on a Qualtrics survey to collect the votes.
  - Elections will be held April 13th.

- Staff Career Development Grants
  - Thank you to all members who reviewed and scored applications.
  - Applicants will be notified this week about whether they received a grant.

- IE Self-Evaluation Question Discussion will be continued at the next business meeting.

**Chair Elect:**
- Our USAC files have now been migrated to Microsoft Teams.
- We received 15 applications for new USAC members. The application review team is currently reviewing the pool. The interview team will be holding interviews on March 29th and 30th. The IE subcommittee is surveying the applicants for the demographic breakdown of the applicants.
- We need some volunteers to help plan the Spring Retreat with the local and regional SACs and ERGs.

**Communications:**
- First meeting about the new website will be held tomorrow. The meeting will be a card sorting exercise to decide the content and buckets and navigation of the new website.

**Secretary/Treasurer:**
- Working on balancing the budget and planning and purchasing for the recognition breakfast.

**Subcommittee Reports**

**Inclusive Excellence (IE):**
- Adding a short survey to the New Member processes to allow us to collect demographic data that we haven’t tracked before. IE will be sending the survey to the full USAC committee to collect a baseline of data.
- Received an updated list of ERGs. The subcommittee will be updating our internal contact list in Teams.

**Governance:**
- Staff Career Development Grants – still working to determine how many grants will be awarded.
- Staff Senators elections will be moved to June, instead of July. Elections will be June 8th. We will be recording all the interviews this year and then show the recordings at the June 8th business meeting. Applicants will be sent the interview questions ahead of time. Governance will do an educational session for the university community.
  - Elizabeth Hosket asked for more clarity around the staff senator role and duties. Steven commented that staff senators have a voting role on the business that comes in front of Senate. They can also apply to serve on Senate committees and workgroups.

**Outreach & Engagement (O&E):**
- Townhall was very successful! We received good questions from staff. 833 registrants and 565 unique viewers. 89 live questions. The Career Roadmap team had two people answering questions behind the scenes, so more questions were
able to be answered in real time. The session was recorded and will be added to the USAC and Career Roadmap websites soon.

Staff Affairs (SA):
- Spending time creating the one-pagers regarding adding mental health to the sick leave policy and making winter recess permanent.
  - Jeff Risinger would like to get the winter recess process moving thru senior leaders so it can be shared with the Board of Trustees at their May meeting.
- Only received one nomination for staff spotlight this month.
  - Holly Davis asked if we have a budget to be able to offer a financial incentive for the winners? She believes more people would put time into nominating, if there was a tangible incentive attached.

OHR Liaison Report
- Letters have gone out for the employee review process. This is not the end of the process. Do not hesitate to disagree and ask questions if you are not satisfied with your mapping.
- Sherri Hall asked if the university is still taking disciplinary action against employees that are non-compliant with the COVID vaccine and/or exemption process. Brandon commented that the university is still taking disciplinary action against non-compliant employees.

Items for Informational Purposes
- USAC Elections
  - Faith Kline commented that we have received a lot of nominations. Many were declined. Letters have been sent to those who accepted, so they could prepare for the elections. Faith and Sherri are working on a Qualtrics survey to collect the votes.
  - Elections will be held April 13th.
- Mask mandate will be lifted for the university on Friday at 6:00 pm.

Business & Finance Update – Kris Devine (9:00-9:30)
- President’s four key initiatives: Doubling research, Scarlet & Gray Advantage, expanding online coursework, 350 new tenure-track faculty positions.
- Kris’s team must figure out how these initiatives work with the university’s budget. There is a new budgeting tool within Workday – Workday Adaptive Planning. This allows for position-level budgeting. Budgets by unit then by individual employee. We must be smart about how we spend our money and reviewing programmatic offerings to make sure we are being strategic.
- Debbie Pond asked about money for Career Roadmap to raise employees to minimum. Are there ideas for the university to help? Kris responded that we all the funding every year is already distributed out. There is not extra to hand out to units. We must look at our structures. We can’t continue to spend more and more and outpace our revenue growth. We need other ideas like, can revenue from an employee retiring be used to bring the rest of a team to minimum?
- Elizabeth Hosket asked about travel funds that have been suspended for the last two years. Is there a way to salvage this money? Marie on Kris’s team has been working with CTP to see what can be done, but we don’t likely have a lot of leverage.
- Tina Bogac asked about campus construction. Are there budget conversations regarding expanding teams on the service side, like building maintenance? The expectation is that these teams will support the growth, but the teams aren’t
expanding. Kris responded that there are conversations happening. We should be looking at what we are doing in 2022 that we should no longer be doing. If we aren’t going to bring in more students and therefore, more revenue, we can’t keep spending more money. We must make decisions about priorities. Research doesn’t make money that we can spend elsewhere. It recovers its direct costs and some indirect costs but not all of them.

Elizabeth asked how much does the university depend on WMC for funding? $55 million overhead is contributed per year. WMC invests into College of Medicine for research. The university and WMC are incredibly linked and woven together. Health Sciences will be a big contributor to adding research. At the macro level, the university allocates revenue out to colleges and units and they use that as their local budgets. We aren’t building huge reserves. WMC grows at 7% each year. We have two monster organizations that we lump together, even though they are very different industries and structures.

Allison Jones asked is there going to be a big increase in work study or outside internships for SGA? Kris responded that federal work study is a fixed number, so we can’t do anything about that. Ann Talbot is the new project director of the Scarlet & Gray Advantage. There are three big operational areas in SGA: 1) student aid optimization - $200 million a year distributed centrally and then unit money to distributed; 2) fundraising, including donor stewardship – are we spending the donors’ money in an appropriate timeframe?; 3) internal and external resources, like Scholarship Universe (IT tool for disaggregated scholarships from units) and Handshake (preeminent tool for internships). We must optimize – spend money as best we can and then use the resources already in place. When we get the fundraising dollars in the door – how do we operationalize for the entire university?

Biology & Stretch Break (9:30-9:40)

HR Updates and Listening Session – Jeff Risinger (10:00-10:30)

• Is there funding available to monetarily incentivize the Staff Spotlight winners? Generally, there are twenty-four winners per year. Jeff will look into funding for these winners.
• Shared Values Initiative is being soft launched right now. In HR, there will be an annual awards program surrounding the values. Could this be a USAC-sponsored program? Steven commented that we could ask Staff Spotlight nominations to include how the employee lives the values. Tina added that she will review the nomination form to see how the values can be incorporated.
• Career Roadmap employee review is underway. Jeff has been monitoring the process closely. So far, 10% of recipients are going into the disagreement process.
• Holly Davis asked about employees being reclassified from A&P to CCS. Is this aspect of the process able to be repealed? Jeff responded that every single decision is repealable. Part of the process is identifying what part of the job has not been fully captured. If jobs look a certain way, they have to be mapped that way, but there could be aspects of the job that were missed. Decisions are based on the makeup of the job level. One decision made last week was that there will be indefinite leave accrual grandfathering for employees being reclassified.
• Shelby Dawkins was told by HR that all decisions were based on the job description, but jobs with same description were mapped differently. Who is doing the classification? Jeff answered that the internal compensation team did the classifications. Titles like Program Coordinator need secondary documentation to differentiate the positions and mapping. Shelby also commented that positions like Patient Navigators who are certified are being classified similarly to Community
Partners who need no certifications. Nurses are being classified as social workers and not nurses. Jeff responded that certifications are typically compensable factors, so should have an impact on salary.

- Courtney Gandy commented that compensation has clearly been kept out of this part of the process. When does compensation and the quartiles come into play? Jeff responded that you can say my job is incomplete which may affect compensation. The foundation of this process is the job description. If the compensation level is unsatisfactory, take a look at what parts of the job aren’t being captured in the job description. The goal of Career Roadmap is still to get everyone appropriately compensated. We may have focused too much on the raise to minimum in the communications. Comp ratio is a compensation metric that compares the salary an employee is paid to the midpoint of the salary range for their position at other companies. In the future, we will be reporting out on our comp ratio for every employee. We need a system that takes into account every compensable factor and pays appropriately. We’re getting to fair compensation one position at a time thru one-off adjustments. We need to get ahead of that by making sure our compensation structure stays in line with the market. Once someone has a competing offer in hand, we are already behind. The mid-term goal is to get everyone appropriately compensated.

- Tina Bogac asked aside from Career Roadmap, what conversations are happening in HR around retention and recruiting? Are there creative ways we are recruiting to fill vacancies and to keep talented employees? Jeff responded that there are three main aspects for recruiting and retention:
  - 1) Embrace flexibility in the work force to keep employees
     - The first thing we could do is offer more remote work. From a recruiting perspective, it completely opens the job market geographically. We can recruit from parts of the country that are more diverse. Most every job can be partially remote.
  - 2) Focus on career growth for retention
     - Jeff is a firm believer in succession planning and promoting from within. People that you work with everyday should be the best people to hire. We focus on merit pay cycles that are 2-3%, but we leave much more money on the table when we don’t promote internally.
  - 3) Focus on quality of leadership
     - People leave poor leadership environments. Jeff did research on leadership and surveyed people about what makes poor and great leaders. He asked how much people would give up monetarily to work for a great leader. Jeff found that employees would give up 18% of their salary to work for a great leader. It’s like you are getting paid 18% more when you are working for a great leader. There will be an assessment in WMC of individual leaders.

- We are currently a good place to work, but not a great place.

- The group asked about when an employee may be able to keep their working title. JR responded that he couldn’t see a situation where someone couldn’t keep their working title. If it did change, it would be a function of that management team needing the title to change.

**Items for Group Discussion**

**Adjournment**

10:31 a.m.