

# Andrews University

## Staff Senate Minutes February 1, 2021

<p><b>Present:</b> Jennifer Burrill, Chair; Marsha Beal, Erica Bradfield, Martin Bradfield, Laura Carroll, Ashley Neu, Mona Sarcona, Rodrick Snow, Angela Sonnenberg, Noe Velez, Kevin Wiley, Christian Stuart</p> <p><b>Regrets:</b> Michael Nixon, Steve Suinda, Jameson Bangkai, Nestor Caceres, Myrna Constantine, Ben Panigot</p>	Attendance
<p>Angela Sonnenberg opened with prayer.</p>	Opening Prayer
<p><b>MOTION:</b> To approve the minutes from January 11, 2021. <b>Approved.</b></p>	Minutes
<p>Staff Worship: 2nd Wednesday of each month at 4:30pm. The next one is on February 10, 2021</p>	Staff Worship Plans & Dates
<p>Our main speaker is Dale Henry. Is it mandatory? It is not mandatory, would love to say it is required but there is no way to track who is attending.</p> <p>We are planning to have an evaluation at the end of the Staff Institute. To see what types of break out sessions you find valuable for your offerings.</p> <p>Ellie and Brenda are working on an invitation for printing. Putting together the cracker jack boxes with the invitations. Jennifer and Brenda are going to meet Dale Henry to confirm the direction of the presentation.</p>	Staff Institute Updates
<p>The taskforce has developed a draft for an updated Staff Engagement Survey.</p> <p>We went through the questions and did some edits to the questions and added some questions as well.</p> <p>Added how often you work remotely. So that the question about work environment can be analyzed appropriately.</p>	Report on Staff Engagement Survey Taskforce

<p>We added a section for Administration. Questions about value in each section. Wording was edited so that those working remotely could still respond.</p> <p>Darcy de Leon has approved the Staff Engagement Survey.</p> <p>MOTION: To approve the Staff Engagement survey. Approved.</p>	
<p>Jennifer Burrill met with Darcy to go through different ideas to help with employee morale via a Social Media page. Steve helped set up the Social Media page and Jennifer will send out the link to the social media pages. Darcy is supportive in what our staff senate is doing.</p> <p>Jennifer is thinking about doing a monthly staff senate newsletter to highlight what they are doing. This will help others know what others are doing across campus. This is something that Staff Senate would do and send out each month. Would work on standard questions for departments. Similar to “all about me” but this would be “all about me and my department”. Have a link that will send them to the social media. Transportation will be the first one. Send out to several departments each month to help keep enough stories each month to keep the newsletter active.</p> <p>Highlighting the longest employees or onsite hero’s where if they weren’t here something would not work. Christmas day many spent 6 to 12 hours plowing due to the snow.</p>	<p>Staff Social Media page</p>
<p>Moving the start of the fall semester up two weeks.</p> <p>Areas of concerns: Registration process, Maintenance (plant service, grounds, etc.) work that may interrupt services when people are here rather than when people are gone. No summer break for some that have summer classes. Student financial services is in the conversation. It would be challenging to move up new student orientation. DLIT this puts new faculty orientation who are new trying to learn new technology. The Registrar’s office will have a problem as well.</p> <p>The hope is to have the semester end before Thanksgiving. Then in December to do intensives available. 15 weeks long but could be 14 and could be done by Thanksgiving.</p>	<p>Discussion: Fall Start Time</p>
<p>Jennifer presented the strategic planning timeline. We need to identify the strategic plan for the next five years. She lead a discussion on the culture after COVID-19:</p>	<p>Strategic Plan Discussion</p>

**Create a more stable campus culture where people can feel committed to their role.**

- The ITS situation created an underlying fear that individual jobs may be transferred to an outside company with little to no warning
- Reasons morale went down – work environment changed – job insecurity – need to address those going forward – identify how to feel more secure

**Barriers**

- Economic society (budget issues)
- Lack of transparency about decisions
- Not a clearly communicated policy about how decisions are made
- Limited resources create feelings of protectiveness and distrust

**Opportunities**

- Increased transparency would create greater loyalty amongst staff
- Better opportunity for buy-in to university goals and objectives
- Less silos

**Encourage and support balance in the lives of employees**

- Budgetary labor cuts have increased workload with no increase in salary
- Continuing to allow remote work or flexible work
- People be able to take vacation time (more cross-training) – destigmatize the taking of vacations
- Update job descriptions to show changes in personnel and expectations (recognize different depts have different needs – titles may have different expectations depending on department)
- Someone in various departments who you can see in person (even if remote work continues) because it can be frustrating to not be able to go and talk to somebody

**Barriers**

- Confusion on how to make contact with people/More requests for remote work than is possible
- Level of turnover does not allow for cross-training
- Cross-training creates a level of distrust (job insecurity)

**Opportunities**

- Employees learn to appreciate the contributions of others
- Less employee turnover
- If we support balance, people will be healthier and more productive

**Create a culture of care where staff know they are valued**

- Lack of snow days going forward is impacting morale
- Required budgetary amounts for staff appreciation

<ul style="list-style-type: none"> <li>● Professional development should be a top priority in order to stay up on job requirements and remain innovative</li> <li>● Pay-out of vacation time if you aren't able to take vacation due to university needs</li> <li>● Donate expiring vacation hours into one of the staff "corporate benefit funds" rather than to a specific individual</li> </ul> <p><u>Barriers</u></p> <ul style="list-style-type: none"> <li>● Lack of budgetary resources</li> <li>● Actual employee is not taking the vacation they need</li> <li>● Staff aren't always viewed as needing professional development</li> </ul> <p><u>Opportunities</u></p> <ul style="list-style-type: none"> <li>● Less employee turnover</li> <li>● Employees feel like they are part of a larger community and be helpful to colleagues</li> <li>● Employees become more efficient and campus experts in specific areas</li> </ul>	
<p>Our next meeting will be March 1, 2021.</p>	<p>Next Meeting</p>
<p>Kevin Wiley closed with Prayer</p>	<p>Closing Prayer</p>

## Strategic Planning Timeline

**January—March 2021:** USPC Members create team meetings for their areas. Identify three top strategies for immediately post-COVID and then beyond to 2022-27

**April—June 2021:** USPC identify top strategies for the University for immediately post-COVID and then beyond to 2022-27. Implementation plan for 2020-21

**June—August 2021:** Executive Council and VP Strategy, Marketing and Enrollment create communication plan for immediate future and outline 2022-27 plan

**September-December 2021:** Implementation of short-term and consultation and adjustment to outline for 2022-27

**January-March 2022:** Draft plan for 2022-27, including timelines and critical action steps

**April—August 2022:** Communication of plan

Timeline	Immediate Post-COVID 19	2022-27 Strategic Plan
Jan-March 2021	USPC members identify with their teams top three strategies for immediate Post COVID-19	USPC members identify with their teams top three strategies for 2022-27
April-mid June 2021	USPC Identify top strategies for the University for immediately post-COVID. Implementation plan for 2020-21	USPC identify top strategies for the University for 2022-27.
mid June-Aug 2021	Executive Council and VP Strategy, Marketing and Enrollment create communication plan for immediate future. USPC members work on implementation.	Executive Council and VP Strategy, Marketing and Enrollment create outline 2022-27 plan. USPC members work with teams on detailing implementation.
Sept-Dec 2021	Implementation at all levels	Consultation and adjustment to outline for 2022-27 (Board, employees, President's Council, etc.)
Jan-March 2022	Implementation at all levels	Central drafting of plan for 2022-27, including timelines and critical action steps, USPC members work on details throughout campus
April-Aug 2022	Movement to longer plan implementation	Communication of Plan at all levels and to all constituencies.

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### Looking Towards 2022

1. What are the key narratives that brought us to 2020? Look especially at (a) underlying themes that have been important in your area; (b) recent shifts that have changed identity/focus; (c) major plans for the future that were in your team's focus.
2. What are the critical shifts that your area has experienced during 2020? Think about what each of those shifts has meant and consider how each might impact (or not) the narrative going forward.
3. With this in mind, consider several possible options for the continued narrative in your area. For example, one narrative may assume a continued desire for more remote flexible options by students; one narrative may assume a return to 2019 approaches; one may assume a change in our international access to students; one may assume continued remote learning for some staff/faculty.
4. Evaluate each possible narrative, considering what might make each one more or less likely to happen by looking at the barriers to each, and the opportunities for each.
5. Keeping options open as much as is possible, decide on the three to five core strategies that you and your team want to focus on.