TO: Staff Senate

### FROM: Rose Ann Jubinski

### DATE: November 9, 2022

### SUBJECT: October 19, 2022, Staff Senate Meeting Minutes

**In Attendance:** Amy Black, Peggy Doolittle, Cheryl Evans, Kym Fetsko, Kristi Klien, Andrea Malia, Pauline Palko, Bertha Ludwikowski, Pete Sakowski, Daniela Teneva, Lynn Andres, Kelly Cook, Lucia Grissinger, Meg Hambrose, Rose Ann Jubinski, Jonathan Kirby, Bernard Krzan, Ericka Lavelle, Mark Murphy, Meghan Nowakowski, Mike Ritterbeck, Patricia Savitts, Janet Schieber, Donna Simpson, and Traci Vennie.

**Not in Attendance:** Melissa Eckenrode, Brenda Amato, Grismeiris DeJesus, Jerry Peck, Joseph Wright, Gerianne Barbe and, Shawn Beistline.

**Welcome:** Mr. Murphy called the meeting to order at 2:05 PM. Ms. Malia offered the opening prayer. Ms. Andres will offer the opening prayer at the next meeting. The Land Acknowledgement Statement was read by Mr. Murphy. Attendance was checked, aquorum was met.

**Review of Previous Month’s Minutes:** The minutes from the September meeting were reviewed. A motion was made to approve the minutes. The motion was seconded, and the minutes were approved.

**Review of Agenda:**  A motion was made to acceptthe agenda. The motion was seconded, and the agenda was approved.

**Guest (s)** – Shannon Zottola, VP Enrollment Management

* Ms. Zottola has been at The University of Scranton just over 3 months. She is originally from Minooka section of Scranton and worked for Ursinus College for 4 years prior to accepting the position at The University of Scranton.
* Her office is in The Estate 214, and she welcomes visitors.
* A primary goal is to unify and unite the Division of Enrollment Management.
* Open House is coming up, Ms. Zottola is excited for her first Open House.

**Liaison Report – Patricia Tetreault**

* Board of Trustees
  + The Board will return to campus in December.
  + They are returning to a 4-meeting schedule per year. The had a 3-meeting schedule prior to this change.
* Cabinet
  + Conversations continue to focus on strategic goals.
  + Health plan renewal is a significant event.
    - We have a strong plan and with that comes a large expense.
    - Renewal plans will be finalized over the next few weeks.
    - Premium rates may go up, nothing has been finalized.
* HR
  + Booster Clinic – CHEW is planning to hold a COVID-19 Booster Clinic on November 10.
  + Vacation carryover
    - Time can be donated to the time donation pool.
    - The Time Bank is working well.
  + Lock down exercise
    - The exercise was intended to be conversation based.
      * Departments were encouraged to discuss how they would proceed in the event of an actual lock down.
    - All were encouraged to Identify questions and observations regarding the exercise.

**Guest Speaker -** Ed Steinmetz – Senior VP for Finance and Administration

Mr Steinmetz presented an informative power point overview of finances at The University of Scranton.

* Fiscal Year 2021 - 2022
  + Financial Aid has grown from 61k to 83k from fiscal year 2015 to fiscal year 2022
  + Net tuition and fees decreased over 10 million since fiscal year 2015
  + There were larger surpluses in past years. We have not been able to maintain the surplus they would like to carry.
    - The surplus was a deficit in fiscal year 2021
  + FEMA Grant and Cares Act money helped with deficit.
  + Operating cash reserves fell by over 11million as of 5/31/22
* Fiscal Year 2022 - 2023
  + The goal is to prepare an annual operating budget each year that protects operating liquidity and reserves.
  + Historical surplus target has been 3 – 5%of net revenue.
  + The current year budget is $252,054,437
    - Tuition and fees make up 78.4%
    - Expenses
      * Student aid is 37.6%.
      * About 2/3 of remaining expense is salary and benefits.
    - Various budget balancing strategies were taken on to avoid additional budget actions that would negatively impact the student experience.
    - The most recent report shows an entering class of 1,059 (the target was 1,030).
      * We exceeded target, but financial aid increased.
  + The budget team prepares a monthly projection of revenue and expenses.
* Standard and Poor’s update
  + We have a current rating of A- with a stable outlook.
* The college age population is decreasing, how can we grow revenue?
  + Additional focus on graduate, nontraditional and online population.
  + Offer programs that meet the current need and differentiates the students.
  + Why has graduate enrollment decreased?
    - We are not happy with the current online provider.
    - On campus graduate student count increased this fall.
    - The University of Scranton is looking at the content of some programs to better connect with demand.
  + Building
    - The University of Scranton applied for large federal grant. If the grant is approved, money may go towards a new building to support some of the new programs.
      * The hope is that we hear in the next 6 weeks.
      * It would be a complicated project, hopefully partially financed by capital campaign funds and borrowing.
      * This is currently only a discussion; plans are not far along.
* Future financial planning
  + The team is updating the financial model that produces our future looking 5yr financial plan.
  + They are working with Enrollment Management on developing realistic enrollment and financial aid assumptions for the coming years.
  + The team is also working with Institutional Advancement on revenue and expense assumptions related to the Capital Campaign.
  + Updated financial projections will help inform the team’s work on the fiscal year 2024 budget.

**President’s Report**

* Updates from the Calendar Committee
  + Julie Ferguson distributed drafts of the Academic Calendar for upcoming years. Senators are asked to review the drafts and provide feedback by November 18.
* Board of Trustee summary from Fr. Marina
  + Fr. Marina complied with the Staff Senate request that a summary of the Board Meeting be distributed to faculty and staff.
* University Governance Committee Meeting
  + Kate Yerkes discussed the makeup and purpose of UGC. Topics included
    - The Shared Governance Statement
    - An explanation of Middle States
  + Flag policy approval was announced
  + Title IX will be updated due to changes in regulations.
  + Student Government sponsored a Hill Section Cleanup event.
  + FAC
    - Looking at improvements to the General Education Requirements.
* Executive Committee Meeting
  + A more formal staff senate calendar is under development.
    - IT is creating a calendar in outlook. Senators can add events to the calendar.
  + A zoom meeting with Nazareth College explaining our Staff Senate.

**Previous Business**

* None for this meeting.

**New Business**

* Education Trustee Committee: Lucia Grissinger and Enrollment Management Rose Ann Jubinski
  + Curriculum was the primary topic of discussion. The group spoke of the amount of work that goes into developing a new program
  + The committee discussed how to increase our population of international students.
* Enrollment Management Trustee Committee: Rose Ann Jubinski
  + See addendum following the meeting minutes.
* Council for Diversity and Inclusion: Tyler Bauer, Residence Life
  + It was noted that we need to provide feedback to all nominees regarding the results.
* Committee on Gender Equity (Clerical Representative): Melisa Gallo, Interlibrary Loan and Collections Assistant
* Committee on Gender Equity (MTTP Representative): No nominations were received.
* Flag Lowering Policy and its application
  + We will consider suggesting updates to the policy next year.
* Discuss reviewing and suggesting updates to the wording of the search committee make-up in the faculty handbook.
  + We will review this portion of the handbook, ask how best to proceed.
* Staff Senate suggested Human Resources offer an information session on the Compensation Plan.
  + Ms. Tetreault would be happy to do a session, possibly over Intersession.
* Maternity, Family, Paternal leave discussion.
  + Cabinet has also been discussing this topic.
  + This was tabled until January.

**Standing Committee Reports**

* Communications – Amy Black and Michael Ritterbeck – update sent by email after the meeting
  + The committee is working on new dates for Communication Symposium.
* Elections and Membership – Rose Ann Jubinski and Kristi Klien – update sent by email after the meeting
  + No additional updates
* Finance – Kristi Klien
  + Very little money has been spent to date.
* Social Events & Community Building – Kristi Klien and Kelly Cook
  + A in person lunch is planned for December 14.
    - Two seatings will be offered, rsvp is required and will be checked at the door.
    - Each seating will allow for 200 attendees.
    - Raffle tickets will be available. Presale will also be available.
    - Raffle winners will be announced later in the day.
    - Attendees will be asked to bring toiletries, socks, and packaged underwear.
* Staff Development – Traci Vennie and Geri Barber – update sent by email after the meeting
  + A Yammer event was held to inform people of the new application.
    - 52 signed up, 40 attended
* Staff Recognition & Excellence Awards – Andrea Melia and Bernie Krzan
  + The committee working on details to recognize people from last May.
    - Last May’s event was cancelled.

**Ad Hoc Committee Report**

* Assessment – Geri Barber
  + The committee is developing an assessment plan
* Remote Work Policy Development
  + HR representation was included in the meeting.
  + The committee is looking at a documentation from another institution

### **Items from the Floor**

* A Clerical Round Table is scheduled for noon 11/10. Ms. Tetreault will receive questions that were submitted and attend the Round Table to address them.

**Motion to Adjourn**

* A motion was made to adjourn at 3:35 PM. The motion was seconded and approved.

**Addendum: Notes from the Board of Trustees Enrollment Management Committee Meeting**

The meeting was held on September 15, 2022. A presentation was given by Shannon Zottola, VP of Enrollment Management

Rose Ann Jubinski attended as the Staff Senate representative

## Fall 2022 Incoming Class

9,528 applications; 8,038 admits and 1,059 deposits

Accept rate 84.4% yield 13.2% melt 4.9%, 8.5% last year

Quality: Average SAT 1243, gpa 3.58

282 students of minority, 174 last year (minority is defined as all non-white)

1st generation: 321 enrolls, 220 last year

International: 5 students

Local: 264 from a 10-county area, 26 from prep

## Discount Rate Comparison

Nonstudent of color: 59.6% vs 53.4 last year

Student of Color: 77% vs 69 last year

Total discount rate: 64.4% vs 56.7 last year

Private institution discount rate averages slightly above 50%

## Factors in our success

In person recruitment events

Visits to campus were strong

Co-video messaging software was implemented to share personalized video messages.

Redesigned award letters

Created new fin aid status tab in applicant status portal

Virtual appointments

## Graduate Admissions

Fall 2022 356 new grad students, 312 in 2021

INTL grad: 67, 26 in 2021

Transfer Students:51, 38 in 2021

## Challenges & Opportunities

Demographic decline

Current economy

Increasingly competitive enrollment landscape

Growing price sensitivity of prospective students

Public vilification of private higher ed

## Internal Challenges

Budgetary resources

Lean staffing across enrollment mgt division

Overreliance on past successes and the ability of our reputation alone to meet enrollment targets – we have to be hungry

Some long-term employees are resistant to necessary change

## First Year Opportunities

Identify viable markets outside of Mid-Atlantic region

Expand opportunities to engage school and independent counselors locally, nationally and internationally

Innovation in Outreach:

Formalize outreach plan to engage prospective parents

Refresh print and digital content messaging

Develop a refreshed sophomore/junior outreach plan to reach prospects earlier

Meet families where they are – nontraditional families

Reassess current first-year merit and need based matrixes to explore elasticity

## Graduate Challenges

Price Sensitivity

Convenience – timing of courses

Volatile international landscape

Competitors are more transfer friendly

Programmatic development based on market needs

Innovative options – weekend courses, blended learning

## Divisional Opportunities

Cross training

Shared staffing in admissions and financial aid

Additional uses of automation and technology