
Members Absent (excused): Jana Diemert, Amber Flynn, Trish Hodny, Shannon Jongeward, Susie Kroetsch, Beth Moe.

Members Absent: Mark Danes, Danny Weigel.

New Members Present: Jimmie Kennedy

Ex-Officio Absent: Pat Hanson

Guests: Sheila Bosh, Lisa Burger, Dave Chakraborty, Rosanne Dub, Michelle Eslinger-Schneider, Angie Moran, Linda Palmisino, Julie Tennison

1. Call to order by President, Sharley Kurtz at 12:59 pm

2. Announcements:
   a. Guest Speakers
      • Carrie Herrig, Learning and Development Coordinator, Learning & Development has a new platform called Shopping Cart that faculty and staff can use to sign up for professional development training sessions. In order to create your profile, you must go to http://register.UND.edu. All faculty and staff who have participated in an L&D course since January 2013 should have received an email in the middle of October from UND.register@UND.edu with your login and password for Shopping Cart. If you have deleted this email, please contact the Office of Learning & Development to get your username and password for the system. It is highly recommended that you do not use your IDM password for Shopping Cart as the two systems are not linked in any way so when you change your IDM password, it will not change your IDM for Shopping Cart. More information sessions will be held at the end of November and the beginning of December if you would like to learn more about the features of Shopping Cart. L&D is also partnering with the Employee Assistance Program, The Village, UND has an opportunity for 12 hours of development with their trainers. A training plan has been launched in November: Bullying November 16, January-Planning, Navigating, and Handling Change and an online training on Compassion, Fatigue, & Burn-out that will launch January 1-January 31, February: two sessions- Understanding Personal Communication Style & Maintaining Personal & Professional Boundaries, March – Conflict Resolution.
      Learning and Development is always looking for new ideas and new instructors. If you have any new topics that you are interested in or wish to serve as an instructor, please contact Carrie. You may also submit ideas via the online submission form.
      Additional services that Learning & Development Offer include:
         a. L&D can do 1:1 and team-based coaching in Strengthsfinder and Strengthsquest, up to seven sessions. Strengthsfinder and Strengthsquest works to determine how strengths can play a role in creating a strengths-based leadership team.

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b. L&D can also facilitate the Leadership Challenge based upon the Five Best Practices of Leadership. These sessions can include workshops that can lead a group through the curriculum quickly or over a six month timeframe.

- **Dr. El-Rewini, Chair of the UND Presidential Search Committee**, gave updates on the UND Presidential Search process.
  a. Phase one: The Presidential Search Committee was formed. There are three staff members on the committee: Linda Neuerberg, Shari Nelson, & Angie Morgan.
  b. Phase two: More than 20 listening sessions were conducted to determine the attributes and the actions that they want in a new president.
  c. Phase three: Advertising has been drafted and is under review by staff, administrators, students, and constituents. Advertisements will be published on November 13th. There will be two months for the submission of applications. A Search Firm is assisting with the search process to help build the pool. The committee will select the candidates from the applicant pool. Phase three will end the first week of January.
  d. Phase four: The first or second week January, the committee will meet to decide the short list of 8-15 candidates. These candidates will be invited to off-campus interviews. From there the Search Committee will select 4-5 people to come to UND for campus visits. The campus visits will take place during the second half of February and the first week of March for a total of about three weeks. Candidates will spend 2-3 days on campus and there will be ample opportunities to meet and assess the candidates. The Search Committee will meet after the on campus visits to make a recommendation to the Chancellor and the State Board of Higher Education (SBHE) with an unranked list of 2-4 potential candidates. The SBHE is the ultimate hiring authority and could decide to select a candidate from the pool, from outside the pool, or could not select anyone.

  The Presidential Search process is an important opportunity to not only interview candidates but to also sell the University so that we get the best leader and the best fit for UND. If you have any questions, please feel free to contact Dr. El-Rewini. He is also willing to come to your office or to your department to answer any questions or with any updates.

  c. Question Period
  - How will the Staff Senator’s comments regarding the Presidential Search be forwarded to the Search Committee? All of the comments and thoughts of the qualities that Staff Senators provided were typed and sent to the staff representatives on the committee prior to their first meeting. We will communicate through those representatives.

3. Approval of Staff Senate minutes for October 14, 2015 Staff Senate meeting

  *Diane Hillebrand Motioned to approve the Staff Senate Meeting Minutes from October 14, 2015. Seconded by Elizabeth Becker. Motion carried.*

4. Officer Reports

  a. Treasurer Report, Sarah Abentroth. The October budget was sent out on Monday, November 2, 2015. The Diamond and Denim fund looks as if it is in deficit because we have not yet received $2,500 from the President’s Office but it has been approved.
  b. Membership, Cheri Williams. The Staff Senate is officially at 49. There will be one new member brought forward today. Please make sure if you are present at today’s meeting and did not get the sign-in sheet to Cheri know that were present. New nametags were handed out to the new senators. If you did not get one, please pick it up with Cheri.
  d. Vice President, Pam Henderson. The Staff Development Committee will host the December holiday potluck. Please sign up to bring items on the food request sheet that is on the Staff Senate website. The potluck will take place at 12pm at Skalicky Hall. Volunteers are needed to help with set-up and clean-up. Administrators have been invited to attend. The results from Tubs of Love will also be announced, Tubs of Love will benefit the Circle of Friends Humane Society and the Northlands Rescue Mission. Flyers are ready to be distributed and tubs will be distributed once we get them. Let Pam know if you want to be the Tub coordinator for your area/department.
5. Staff Senate Committee Reports (as needed) – please read committee reports prior to meeting which were sent with the agenda.
   a. U-Shine, Tyler Clauson. The November U-Shine award has not been presented yet.
   b. Bylaws & Elections, Diane Hillebrand. Fill vacant Staff Senate seat.

   Motion from the Bylaws and Elections Committee to nominate Jimmie Kennedy to fill a one year term as a Staff Senator. Motion carried.

Staff Senate is officially at 50 members.

6. University Committee Reports As Needed
   a. Legislative Affairs, Stacey Borboa-Peterson. The Legislative Affairs Committee will meet soon with information from the last meeting. They are currently focusing on what to do in the interim.
   b. University Ombuds Advisory Committee, Cheri Williams, The new University Ombuds has been hired. The office will open in mid-January.

7. Suggestion Box
   a. Parking for motorcycles: a new motorcycle parking space sign was put up by Twamley Hall as a short-term solution for motorcycle riders. The sign will be up all winter. Dave Chakraborty explained that parking lots will be evaluated to determine their needs. Shar will forward the suggestion box question to Dave Chakraborty
   b. Budget model updates: It was suggested that MIRA budget model update sessions be streamed to allow those who cannot physically attend to still participate and stay informed. Due to the ever changing nature of the MIRA process, the MIRA team may not want sessions to be recorded as they want the most accurate data to go out. Shar will pass along the suggestion to the MIRA team.

8. Stop and Stretch – Due to limited time, Stop and Stretch did not take place.

9. Business Items
   a. UND Constitution and Faculty Senate Bylaws and Constitution: The faculty are in the process of creating a Faculty Senate and thus reconstructing the University’s Constitution. The new University Constitution will include a shared governance model with Faculty Senate, Staff Senate, and the Student Senate. Part of shared governance would be the creation of a Coordinating Committee which is composed of the presidents from the three senates. The Coordinating Committee has no power and cannot create policy, it is simply a communication body to ensure that faculty, staff, and students have open lines of communication, are collaborating, and are coordinating together. The proposed Staff Senate Resolution supports the creation of the Coordinating Committee and its inclusion in the University Constitution to enhance shared governance. Student Government passed similar resolution on Sunday. The Staff Senate Resolution was emailed out prior to the meeting. It is important for the Coordinating Committee to exist as staff and students may not have representation on the new Faculty Senate as they previously did on the University Senate. The creation of the Coordinating Committee and its inclusion in the University Constitution will also give staff and students representation in the University Constitution. The University Constitution has never mentioned staff and students before.

   Don Rasmuson motioned to approve the resolution to be brought forward to the University Senate. Seconded by Jess Dunphy, Motion Carried.

   Shar will present the resolution to the University Senate leadership tomorrow at their meeting.

   b. Senator Outreach Conversation – Vice President Finance & Operations Alice Brekke presented a budget update regarding UND’s budget shortfall.
      • The formula used to determine budget is composed of appropriated funds: tuition revenue + state general fund. The rate of tuition increase approved must equal what the formula calculated.
      • There is a budget deficit for FY16 and FY17.
In the past two bienniums, all of the pieces of the formula were not approved at the calculated, ideal level. UND in 2013-2015 biennium the rate of increase was not sufficient to fully support the average salary/fringe benefit increase plus the cost so there was a bit of a gap and a decision was made to use one-time funding to bridge the gap. 2015-18 biennium, the state’s share was not quite large enough and there was a cap put on a tuition increase which lead to the current deficit. The Legislature has been very generous with Higher Education in recent years, they simply had to balance their priorities, needs, and maintain affordability for students.

Fall 2015 enrollment has increased slightly, however, the number of credits students pay for has trended down over the past four years.

The original FY16 budget developed projecting a $4.7 million gap and tuition collection will be about $590,000 below the original budget so, the total gap is $5.3 million. In addition cost pressures exist, for example, the legislature provides about $4.4 million for extraordinary repair funding and during 2015-2017 legislature approved funding however with this cycle, they also put in place a match requirement, so in order to spend $1 on repairs and maintenance money UND must find two additional dollars to match it to encourage a bigger pool so that the deferred maintenance backlog does not continue to increase. The University can reallocate funding or generate additional revenue in order to help ourselves with ongoing maintenance & repairs.

The budget office gathered information over the course of the summer, benchmarked other institutions, and gathered data.

Fundamental principles:
- The University needs to live within its financial means as there is no borrowing authority unless legislature approves it which is typically reserved for bonds such as a bond for a residence hall.
- We need to think about fundamental spending changes, budget efficiency, shared services, etc.
- The University’s programs and program priorities will drive the budget.
- We need to actively pursue ways to generate additional revenue i.e. public/private partnerships, enhanced enrollment, donor funds etc.

This is an opportunity to ensure that as a University we are effectively fulfilling our obligation to the students and the state. We need to ask why are we doing it? Should we still be doing it? or Should we be doing it differently?

This is not about doing everything we are doing now for less, but rather how we right-size what we are currently doing within the resources we have available.

Planning Approach
- FY16 will be used to identify potential funds available (may be one-time or base) with the exception of grants and contracts as they are restricted funds
- Scrutinize all sources of funds
- Identify additional revenue sources
- Identify efficiencies and cost containment opportunities.
- Minimize negative impact on academic programs and student services that are core to mission
  - This does not mean academic programs and student services will remain untouched, but rather they will consider areas core to the University’s mission. If there are going to be changes to areas, we will assess if there is a negative impact to making those changes. There are changes that could be made that are neutral or positive. For example perhaps there is a course section in an academic area that has low enrollment, perhaps there could be an opportunity to add more students to that section with no additional costs that takes advantage of already existing capacity.
- For FY17, we will identify and implement strategies to enable submittal of balanced annual budget to the State Board of Higher Education. We told the SBHE: We will finish FY16 balanced and we will submit a balanced budget for FY17. We know that the SBHE will not entertain a second year of “we’ll fix it later.”

Timeline:
- Week of Oct. 5 – Notification of upcoming review & campus awareness sessions

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For FY15, we spent $170 million in appropriated funds. In a given fiscal year, we are up into $425-$450 million in total budget. This will give you an idea of the impact of a $5.3 million shortfall.

All ideas are to be brought to the table at this point. We want to work hard at thinking about students and the future for UND to create a strong University even in the face of this challenge.

c. Questions:

- How do student fees go into this?
  - It is a parallel process. Students drives the committee that determines student fees and determines the budgets for the next fiscal year for salaries, fringe benefits, etc. and work within revenue that is projected by Finance & Operations.
  - Credit hour enrollment is down but enrollment is up, can you explain the impact this will have on the budget?
  - We are not completely sure. Students pay per credit up to 12 credits, unless they are taking an online course. Students can take more credits above 12 that they are not paying for which is good because it encourages them to complete. It could be a change in the mix between full-time and part-time students. We are still trying to determine the source and the issue.
  - A cost containment idea was brought forward: SUNY Buffalo was facing a budget deficit and for a one week period, the university was shut down and employees had to take a week of vacation time. Only a couple of buildings were kept open for those that had to work but closing the buildings saved the University a great deal of money. Is this something that UND would consider doing?
    - There are a number of options that we are looking into and that could be one of them. For example, Other institutions have done similar things, for example if a position goes vacant, leaving the position open for three months. The savings for that three months are collected and go toward the shortfall. Another example is deferring equipment replacement like replacing computers every three years versus every four years. Space is expensive to running UND, perhaps there are a few buildings that shouldn’t be open 12 months out of the year. A couple of months out of the year, use of particular buildings at slower times during the year could be ratcheted down to help save on maintenance and utilities. Again, these are just examples, we do not know if we will use any of them.
    - Please share any ideas for cost containment or revenue generation, please share them with Alice Brekke.

- Will the budget shortfall effect the Med School?
  - The med school’s funding appropriation is separate from the University’s. It is program—based so instruction and student services are a separate pot of money from the Legislature. The Med School is not part of the $5.3 million issue as they are covered by the Healthcare Workforce Initiative which was a growth plan to meet the state’s needs for healthcare workers. They may be impacted in regard to service adjustments.

- Why wasn’t the budget deficit addressed earlier?
  - We don’t control the amount of money the Legislature appropriates and the rate of tuition increase, so we have to prepare our budgets according to the SBHE’s guidelines. We have to respond to where we end up after the SBHE and the Legislature does its work. It’s not a predictable budget model, it’s a reactive budget model. Two years ago the SBHE put in a requirement for an institutional reserve to help in situations such as this one. When UND submitted our information to the SBHE, they set the target of reserve percentage needed to an estimated 5-7% of appropriated total. UND has been able to put aside about 3% for its reserve which provides a bit of a safety valve but the SBHE expects that we will save a larger percentage than that.
• What about carry forward balances? If departments have a balance at the end of FY15 into FY16, have asked folks to not spend it and to be intentional about utilizing the carry forward balances. Conversations regarding carry forward has been had at the administrative level.

• Do you predict a hiring freeze?
  o One size does not fit all. There will be different circumstances in each department, so we’re trying to ensure that conversations that need to occur are happening. We are not currently in a hiring freeze. Each department is looking at their own processes and determining what is best for their area.

• Are you considering cuts throughout campus or as a whole and trying to target top 3-5 things that have a larger impact? When will the decisions be made?
  o Each division is making their own decisions for FY16’s budget shortfall. Each Vice President will bring forward their options, suggestions to the Executive Level and a decision will be made. There has not been any conversation regarding salary cuts that VP Brekke has had.

• We have heard that each division has to put forth a potential budget with 3%, 6%, and 10% cuts in each department?
  o There will be areas in which there can be no cuts but there may be areas where there are larger opportunities for budget cuts. Divisions are assessing how departments would spend differently with a 3-6-10% reduction. These aren’t specific targets, they are just an exercise to get people thinking about what they would have to do differently at these three levels. Those are the conversations that are being stimulated. The last budget cuts occurred in 1997-1998 and we encouraged creative thinking at that time as well.

• Will raises possibly be withheld July 1, 2016?
  o Last year we made a conscious choice to not balance the budget with raises but nothing is off the table at this point.

• Who will make the final decisions regarding budget balancing?
  o Within each division budget decisions are being managed by the Vice President of that division. The Provost is working with the Deans. The Deans will be giving information back to the Provost which make sense for that particular college or area.

• Are early retirement packages an option?
  o Yes, right now, there is a SBHE policy regarding early retirement or tenure purchases. We are working with legal counsel to determine how/if voluntary separation incentives/early retirement packages fit or do not fit within SBHE policy. Once the legal framework is sorted out, we will be looking at a program that fits within this legal structure. This was done in 1997-1998.

• What is the preferred communication method to informing staff regarding this information?
  o Dialogue is very important as there is no perfect way of communicating this information. This is the reason we are doing a number of sessions and are encouraging staff to attend Budgeting sessions and bring forward questions.

• How can we as questions anonymously or give anonymous suggestions?
  o All staff can use the Staff Senate Suggestion box which will be forwarded to Administration.

• People need assurance regarding the stability of their positions. In 97-98, all faculty and staff were gathered in Chester Fritz and the President informed everyone that they are not at risk of losing their jobs which made people feel more comfortable about engaging in a process.

• Did the increase in health insurance contribute to the deficit?

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Motioned by Cheri Williams to extend the meeting, Laurie McHenry seconded. Motion Carried.

- Are any other schools separated as far as appropriation goes like the Med School?
  - No, the Med School is the only one with its own budget.
- Will not paying a President for 6 months make a difference?
  - An interim president will be appointed by the SBHE, so cost savings may be slight.

Additional questions will be sent to Alice Brekke via Sharley Kurtz.

10. Matters Arising/Open Discussion
   a. Please look at the Flexplace policy and give feedback to Sharley. President Kelley would like to hear back from the Staff Senate by Monday, November 16th.
   b. Give 31 Days of Glory tickets to Jess Dunphy. There is a week and a half left to sell the remainder of the tickets.
   c. Link will be sent out for potluck sign-up so if you have not signed up yet, please do so.
   d. Clayton Harrington has been named as the new Director of Parking.
   e. Holiday Potluck – President & Mrs. Kelley will attend our holiday potluck in December. It has been suggested that a gift be given to them on behalf of Staff Senate in appreciation of all they have done for Staff Senate.

Juan Pedraza motioned to create a voluntary fund to be used to purchase President and Mrs. Kelley a gift on behalf of Staff Senate, Jim Hanson seconded. Motion carried.

11. Meeting adjourned at 2:38pm.

Next Staff Senate Holiday Gathering & Meeting
   December 9, 2015
   Skalicky Atrium & Room 211
   12:00-2:30pm