President Mantella & Jesse Bernal 12-19-23

Many of the submitted questions were more appropriately answered by the CFO, who AP committee will be meeting with soon.

Reflecting on year–record enrollment in size and diversity, challenging year (represented MI in DC last week along with Carol Glanville, other higher ed leaders and congresspeople) coming out of the pandemic, learning about to engage, be present, learn, adjust to new social environments. See that W24 enrollment is trending up 5%. Will work individually with our students to support them.

Amazing effort on Workday, analyzing 3XR related programs, record commitments in philanthropic area, Blue Dot. A lot of successes, want you to feel that and express appreciation.

Looking ahead–have created student affairs division, CLAS voyage on the front end of empowering learning, provost's office structures around student success, enrollment development doubled down on success coaching, I&E folks guiding us on goals university-wide, athletics has had a record year (Women's cross country)

Aligning resources and support with market trends. Not in a situation where we are in program reduction mode, but do have a responsibility to the public around the quality of what we deliver and how we measure it. Data we have, need, put together regarding the strength of our offerings. New DOE regulations regarding this, as well, and we are a step ahead.

Adult participation, have seen some progress, but there is more opportunity and more need.

Care for our people–be sure we have the best systems (Raiser's Edge, Workday, etc.), particularly with tech and AI to enable people to focus on relationships

Transformation agenda–align all of the work we've done (mission, vision, RH, competencies, values) be sure that we can articulate today well. Taking stock document. Happy to have that shared among AP committee.

Questions or topics you would like to discuss (please include name):

- It is very exciting that we are purposefully integrating digital literacy throughout the curriculum so ALL students are digitally literate when they graduate. What will we be doing to ensure that both students and faculty have the needed support as we start this initiative? (Justin)

First thing we're doing is expanding college of computing, need those individuals in other disciplines, and we've made a commitment to grow that college (both new and reallocated resources). This is well expressed in the search firm's description, this is an agenda of growth.

Facility in support of that growth. Very focused on bringing resources to the table, this vision will bring philanthropic resources, so our community wants to create a more tech forward resource, have secured additional funding that will come out over time.

Not yet ready to talk about digital literacy curriculum, but this is in the works. Depends on how widely literacy is defined, but there will be ways we can provide support.

Justin: this feels similar to writing center in the service that's provided, myth of digital native, seen other institutions doing this
Dan: would add staff digital literacy as well

What could be done to help families with childcare needs? Could onsite childcare expand to cover newborns? Employee discount?

Anxious to support growth of CEC, seeking out grants for this. This morning, Governor Whitmer shared activity re: before and after school care. Looking into this to find out what other universities are doing this, opportunities for sub-grants.

We do have Weecare through HR for childcare resources. FSA for childcare expenses.

Opportunity for presentations on this.

- Would GVSU consider a cafeteria version of benefits for employees? Ex. If an employee doesn't use the Rec Center or uses public transportation instead of driving, would they be able to get that value added to their salary. (Paul)
- Would GVSU consider paying for staff to get degrees from other schools if it's a degree GVSU doesn't offer? Ex. GVSU doesn't offer terminal business degrees (PhD/DBA) which are needed to become a full time professor, would GVSU consider either paying for up front or providing tuition reimbursement after the semester similar to what businesses do for employees. (Paul)
- Would GVSU be willing to allow employees to cash out vacation time or donate it to an employee in need. (Paul)
- Jason: Support for diverse populations, what I&E is doing after climate survey/pulse survey
  - Jesse: Will do another pulse survey in January and April. Trend data is moving in the same direction (all positive, but more positive for students than employees) and gaps are shrinking. Network of Advisors has become AALT, all divisions representative. Theory of change moving toward shared equity leadership, looks to flatten hierarchy and embeds responsibility for equity in the people doing that work. A lot of people have been doing this work, but not necessarily coordinated on strategy/transparency historically. President has set the bar in her relationship with her direct reports–all of her direct reports have metrics based on DEI, supposed to then cascade down to their direct reports, etc. When I arrived, the centralization was necessary in order to build trust. Now we have a lot more

expertise and can have a shared leadership model. Accountability piece is essential
- PM: National conversation/context is challenging, the shift of our model with expanded strength and commitment can be misunderstood, so want to be sure people understand what we are doing. I talk about this with great pride, and don't ever want it to be misunderstood that we are diminishing it.
- 4 day workweek? Scale of 1-10–1.5
- Mike P: Questions around infrastructure with incoming class. What is our target?
  - Enrollment plan is 27,000 with bulk of growth on downtown campuses (21% growth from 21-25)--all on website

Questions you would like asked anonymously:

- As we wrap up the transition to Workday Platform for HR and Finance and begin the implementation to Workday Student, what considerations have been given to support students, staff, and faculty during the transition? Particularly with the understanding that many offices that provide support implementing innovative ideas and strong customer service to the university, like Advising, Financial Aid, Records, and Student Accounts, will need to shift their priorities for the next three years to ensure the success of this implementation without negatively impacting our students.
- While increasing campus diversity is a welcome and positive initiative, it has become increasingly clear that GVSU does not have the correct structures in place to support black indigenous students of color, and many interventions are happening reactively rather than proactively. Before we bring more students of color on campus next year, what investments is the university making in support for students? What is the university doing to ensure better representation of staff and faculty of color?
- Grand Valley is welcoming students with varying levels of academic preparation with little to no additional resources to support students. How is the university investing in student and faculty academic support?
- What plans does GVSU have in place to further support international students? Specifically, increasing intercultural competency and humility among GVSU faculty/staff, educating industry partners on CPT/OPT/STEM OPT requirements to increase internship and employment opportunities for this population, and programmatic opportunities to build a sense of belonging.
- Our understanding is there is a budget surplus. How might these dollars be leveraged to support staff retention?
- Some positions are below market value because departments don't have enough money in their budgets to bring them to where they should be. What can be done here to

ensure the employee is fairly being compensated when their budget isn't able to support the increase?

- GV increased the wage pool last year and was able to provide generous raises; some institutions have provided staff with stipends. Has GV considered what staff merit increases might look like in the coming year and how to best frame messaging around them. We would like to see enhanced communication around the advantages salary increases compared to stipends and how raise pools work.