

June 15th, 2017

Dr. Rooney,

In response to your request in January 2017, the Just Employment Task Force submits the following report and set of recommendations on how Loyola University Chicago might seek to better live out its commitment to social justice as it relates to the University as a workplace. We were asked to specifically identify issues that are actionable and relevant to Loyola's work environment that, if addressed, would demonstrate and deepen our commitment to a more fair, competitive, and socially just workplace. Further, the original task force charge contained the following imperatives that this report upholds:

- We are committed to providing an affordable, high quality, transformative education cognizant of the economic sacrifices that our students and families make to afford this experience.
- We are committed to fair and competitive total compensation for those who work—directly and indirectly—for Loyola to provide that transformative education.
- We respect the employment relationship with those who work directly for other organizations and indirectly for the University.
- We respect that some who work directly or indirectly for Loyola are also represented by a union, which is their recognized and exclusive representative for bargaining terms and conditions of employment.

From February to June, the Task Force met a dozen times as a complete group, conducted numerous interviews across campus, and divided into subgroups to research specific topics to inform our work. Our conversations were spirited and productive, and the outcome of these conversations has resulted in the following report with some recommendations we believe will help move Loyola forward in its quest to become a more socially just workplace.

On behalf of all members of the Just Employment Task Force, thank you for the opportunity to serve on this project. We learned a great deal in our discussions and research about our commitment to creating an environment that broadly supports just employment practices, and the challenges that exist related to affordability, finances, and the roles of various members of our community and third parties in this effort. We are available to respond to any questions that may arise related to the content of this document.

Sincerely,

Susan M. Malisch
Vice President and CIO, Information Technology Services
Just Employment Task Force Chair

**LOYOLA UNIVERSITY CHICAGO
JUST EMPLOYMENT TASK FORCE REPORT**

Submitted on June 15th, 2017

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Preamble

As a Catholic and Jesuit university, Loyola University Chicago’s vision and mission is based on the moral framework of Catholic social thought, key principles of which include: human dignity, common good, solidarity, and subsidiarity.

On that basis, Loyola is committed to promoting several important values, among which social justice is central, as espoused in Loyola’s “Plan 2020: Building a More Just, Humane, and Sustainable World.”

This document seeks to identify how Loyola might better live out its commitment to social justice in the University workplace. It also identifies practical issues that, if addressed, would demonstrate and deepen Loyola’s commitment to a more fair, competitive, and socially just workplace.

The remaining elements of this document set out: (I) The context within which Loyola seeks opportunities to enhance its commitment to just employment; (II) The general principles applicable to just employment conditions at Loyola; (III) Roles and responsibilities of the administration, employees, students, and the Loyola community in general, in relation to just employment, also noting what is being achieved at Loyola in relation to just employment; (IV) Recommendations for further developing just employment practices at Loyola.

I. Just Employment: The Loyola Context

A Community Concern—The principles of the common good and subsidiarity indicate that just employment is a moral value to be promoted by the entire Loyola community. The administration, employees, unions, students, contract companies, and the Jesuit community must cooperate to promote that value as part of our common good. Arising from that, duties in the strict sense apply to different sectors in proportion to their role at Loyola. As well as promoting just employment practices at Loyola, we also aspire to model it for others, particularly our students and employees in their future work contexts.

Different Aspects of Justice—Organizational justice can be helpfully viewed as comprised of distributive justice, procedural justice, and interactional justice.¹ While distributive justice is largely the responsibility of the administration, considerations of procedural and interactional justice indicate that other groups have responsibilities.

External Context—Promoting just employment requires taking account of Loyola’s external context, which is currently characterized by: uncertainty in state and federal funding, increasing demands for student scholarships, growing student debt, escalating costs (of salaries, services, and facilities), interest repayments on debt, society’s questioning of higher education’s value, and changing demographics.² In light of that context, fairness requires taking into account the needs of Loyola’s employees³ and other workers, as well as the University’s obligations to students and other sectors of society (e.g. donors) and its need to ensure long-term fiscal stability of the institution.

Long-Term Viability—Both administration and employees have a moral duty to promote Loyola’s long-term survival and financial health.

The Good of the Students—In recent decades, student tuition and fees have risen faster than the general rate of inflation. Accordingly, it is important that Loyola’s progress on and decisions related to just employment do not lead to tuition or fee increases.⁴

Categories of Workers at Loyola—Categories include: (a) Loyola’s direct employees who are either full-time or part-time; (b) contract workers; and (c) student workers. As well as acknowledging all categories of worker at Loyola, it is necessary to note the differences between these groups with respect to their rights and duties, and their entitlements relative to Loyola.

¹ See Russell Cropanzano, David E. Bowen, and Stephen W. Gilliland, “The Management of Organizational Justice,” *Academy of Management Perspectives* (November 2007).

² For this list, see LUC Financial Key Message Points (for internal use only, January 23, 2017).

³ In this document, the term “employee” is to be understood as referring to Loyola’s staff and faculty (tenured and non-tenured), not to contract workers or Loyola student workers.

⁴ See JETF (Just Employment Task Force) charge (February 9, 2017).

II. Just Employment: Principles

- A. **General**—Building a culture of understanding, and one that supports just employment practices involves the entire University community with roles and responsibilities for administration, employees and students.
- B. **Fair Remuneration**
- “Living wage” (distinct from minimum wage)
 - Total compensation including certain benefits
- C. **Respect for Human Dignity in the Workplace, including:**
- Non-discrimination
 - Protection from bullying and harassment
 - Occupational safety and health
 - Freedom of association
- D. *Preference for **diversity in employees***
- E. *Preference for **full-time positions***
- F. *Preference for **employee continuity***
- G. **Reasonable access to community resources on an equitable basis**

III. Roles and Responsibilities of the University Community

In relation to all employees, the Loyola community desires and promotes a culture of “justice in the workplace.” That culture involves the totality of work relationships—formal and informal—between the administration and all employees, and within the various schools, departments, work groups, etc. at Loyola. Building this culture is the responsibility of the entire University community.

Role of the Administration

In relation to Loyola employees

- A. **General**—It is the responsibility of the administration to: pay fair wages, meet statutory obligations to employees, provide appropriate benefits, provide a safe work environment, promote dignity in the workplace with effective grievance procedures and redress of complaints, communicate and dialogue with unions present at Loyola, provide as much security in employment as possible, and communicate in a transparent manner.

Staff and faculty members are heavily invested in Loyola’s long-term success. In response, the administration is obligated to promote long-term sustainability, including building endowment funds and other resources, cutting unnecessary expenses, eliminating unnecessary bureaucratic structures, and achieving the goals set out in its current strategic plan.

- B. **Fair Remuneration**—Employee financial remuneration includes not just direct wages, but also other forms of compensation with monetary value (benefits, professional development opportunities, etc.).

Employee benefits such as health care insurance and retirement plans are an important human good. It is morally just that Loyola provide benefits in proportion to its financial ability to do so, and at a rate that is competitive with what similar colleges and universities offer.

Just employment is promoted by the University’s encouragement and support for staff and faculty engaging in professional development (e.g. ongoing training, conference participation, skills updating, etc.).

What Loyola currently does:

- Loyola currently engages in, at minimum, three salary surveys conducted by third-party compensation associations and private vendors to compare salary data against benchmarks—including peer institutions—to ensure faculty and staff salaries are competitive and reflect Loyola’s mission and values. This is an annual procedure in the Compensation Department of Human Resources and the Offices of the Provost.
- Loyola has consistently awarded annual pay increases to full-time/salaried faculty and full-time and part-time staff.
- Human Resources also reviews benefits as part of total compensation for Loyola faculty and staff. Human Resources works with a benefits consultant to conduct market comparisons annually to remain competitive.
- Loyola co-shares the cost of health and dental benefits with employees. Loyola pays the majority of the cost of health and dental premiums. Health premiums have two options based on compensation levels. Additionally, Loyola pays 100 percent for Life Insurance, Short-Term and Long-Term Disability, and an Employee Assistance Program. Loyola also provides options to purchase benefits for spouses and dependents who do not have insurance available to them through an employer.
- Loyola offers multiple voluntary benefits.

- Historically, Loyola has provided full-time benefits for those working 10 of 12 months before the Affordable Care Act required all employers to provide those benefits. Staff eligibility for benefits is based on an individual's full time equivalent (FTE) level.
- A tuition benefit for employees and their dependents is provided at Loyola University Chicago and for some other Jesuit colleges and universities as part of the [FACHEX program](#). This benefit is part of an employee's total compensation package. It embodies the University's values by supporting the families of Loyola employees and promoting education.
- When the total compensation package is taken into account, remuneration at Loyola is currently competitive.
- Faculty and staff retreat programs are available across campuses.
- A number of faculty-training opportunities and resources are available through the Faculty Center for Ignatian Pedagogy (e.g. Focus on Teaching and Learning); faculty and staff have additional training and professional development resources available through various divisions, including Offices of the Provost, Information Technology Services, and Human Resources.
- Robust orientation processes exist to ensure that new faculty and staff hires are well versed in the University's mission and able to apply it to their work.

C. *Respect for Human Dignity in the Workplace*

Non-discrimination and Protection from Bullying and Harassment—Loyola commits to promote an environment free from discrimination, bullying, and harassment of all kinds. Structures and opportunities for workers to voice their concerns, find redress for grievances, and express their opinions are important for any institution seeking to have just employment practices and culture.

What Loyola currently does:

- Loyola has formal mechanisms for employee “voice” and “communication,” including the Ethics Line Reporting Hotline and a grievance procedure in the Faculty Handbook.
- Loyola provides online courses in workplace harassment that all employees are required to take.
- Student Government of Loyola Chicago, University Senate, Faculty Council, and University Staff Council are among the existing structures for “voice” and “communication” offered to all members of the University population.

Occupational Safety and Health—Appropriate review and updating of standards is required in justice, particularly for staff engaged in jobs that can—on occasion or frequently—be hazardous.

What Loyola currently does:

- Annual safety training is required of all employees at HSD.
- Trainings on the lakeside campuses are led by various administrative units and range from effective communication techniques to crisis management on campus, with many varied offerings. Some additional examples are included at <http://www.luc.edu/environmentalservices/index.shtml>
- Loyola's Department of Campus Safety has required training for personnel at the lakeside campuses to ensure a safe and secure campus environment.

Representation and Freedom of Association—Loyola supports employees’ right to represent themselves or to be represented by unions of their choice. The administration should continue to dialogue with the unions on campus. Doing so would have a beneficial impact on the relationships and culture that promote just employment at Loyola.

What Loyola currently does:

- Unions exist on campus and Loyola recognizes—in line with its Catholic vision and mission—the right of its employees to choose to be represented by a union or be otherwise represented.

D. ***Preference for Diversity in Employees***—Viewing itself as a “social project” and a “transformative agent,” Loyola sees promotion of diversity in personnel and in the workplace as integral to the realization of its values, including the promotion of respect for human dignity in the workplace.

What Loyola currently does:

- Loyola supports diversity in its hiring practices. The University established the Diversity and Inclusion Council and charged it with promoting diversity in recruiting and hiring and promoting an environment free from discrimination. Further information is available at <http://www.luc.edu/diversityandinclusion/>.

E/F. ***Preference for Full-Time Positions and Employee Continuity***—In principle, employees benefit from full-time positions that pay a living wage and offer basic benefits, such as health care insurance. Continuity of employment offers additional security for individuals and families. The ability to offer full-time positions and continuity of employment benefits Loyola, including increased reliability of the workforce, improved understanding of and commitment to Loyola’s mission and values, and increased efficiency related to lower onboarding and attrition costs.

G. ***Access to Community Resources***—In principle, Loyola community resources (libraries, fitness facilities, cultural institutions, etc.) should be equally accessible to all Loyola employees. Access to some resources for Loyola employees may be restricted/limited in order to prioritize the needs of our students. Policies in this regard may need to be developed and made available to affected parties.

What Loyola currently does:

All faculty and staff have access to:

- Intercampus Shuttle service
- University Libraries privileges
- University events—including Athletics—at discounted rates
- Resources available within the digital media labs
- Health and fitness facilities at discounted rates
- A Loyola-issued e-mail address
- Loyola coursework at discounted rates (pending enrollment requirements)
- Parking on campus at discounted rates

In Relation to Loyola Student Workers

For purposes of this report, student workers are not employees in the normal sense of the term “employee”, as their primary role at Loyola is to study and graduate. Therefore, the “living wage” preference in this document does not include student worker positions. According to the Student Worker Employment Guide, “all Student Worker salaries must meet or exceed the federal minimum wage requirement”.

Student workers are entitled to work in an environment that upholds the characteristics related to non-discrimination, occupational safety and health, and protection from bullying and harassment. Student employment should function in accordance with the guidelines set out in the Student Worker Employment Guide at <http://www.luc.edu/hr/sweg/>.

In Relation to Contract Workers⁵

For the purposes of this report, the scope of the term “contract workers” shall be confined to workers employed by companies that have (a) at least 10 workers on campus, (b) workers on campus for not less than 12 months, and (c) are on a Loyola contract of at least \$250,000.

Our contractors should understand and adhere to the same principles of just employment in relation to their employees on Loyola’s campuses.

What Loyola currently does:

- There is a competitive bid process for contracts. Loyola has a standard RFP (request for proposals) process, along with standard contract language that vendors agree to when they contract to do business with Loyola. The standard contract includes a clause focused on “Consistency with Loyola Mission,” giving the University the right to review (and reject) services not consistent with our mission.
- Standard contract requires vendors to comply with all applicable laws related to employment, compensation, etc, and observe all requirements relating to fair- and minimum-wage laws, discrimination laws, and the Americans with Disabilities Act. In short, contractors must meet all legal requirements.

Role of the Employees***Support Just Employment Policies That Embody Loyola’s Mission in the Workplace—***

Injustice to workers happens in a particular context—whether department or program—and the first people to know about it are often co-workers. Loyola employees are encouraged to take the initiative, where necessary, to bring the injustice to the administration’s attention (for example, reporting through EthicsLine Reporting Hotline) and actively support the implementation of appropriate change.

Be Proactive in Seeking Staff and Faculty Development—Faculty and staff orientation processes include resources and education for faculty and staff to help them contribute more effectively to Loyola’s mission, as well as building up a culture that promotes just employment. Plan 2020 identified faculty development as an important factor needed to advance Loyola’s mission. Such faculty development could include further online training in social justice and Catholic social thought. Furthermore, staff and faculty should support the administration in the general principle of “hiring for mission.”

⁵ See Appendix I (below) for details of the contractor companies at Loyola—as defined in this report—and the numbers of their employees working at, or near, Loyola premises.

Support Long-Term Sustainability Plans—Stewardship for sustainability of the University is a common good, and hence, cannot be achieved without the cooperation of all at Loyola. Therefore, it is incumbent upon all employees to participate in good stewardship of existing budgets and to support development (fundraising) activities to the extent possible.

Promotion of Equality and Accountability—Fairness and accountability, along with solidarity and equality in sharing and contributing to the work and service requirements of the work-group or department, are important elements in promoting just work practices at all levels of Loyola. Those responsible for the distribution of work assignments—including volunteer assignments—are expected to ensure that individuals are held accountable and the distribution of effort across the department is equitable.

Representation—Employees represented by unions have a duty to ensure that the union represents their interests and that the organization is respectful of Loyola’s mission—to which those employees are committed.

Role of the Students

Support Just Employment Policies That Embody Loyola’s Mission in the Workplace—Injustice to workers happens in a particular context—whether department or program—and students may or may not be impacted. Similar to Loyola employees, students are encouraged to take the initiative, where necessary, to bring the injustice to the administration’s attention (for example, reporting through EthicsLine Reporting Hotline).

Support Long-Term Sustainability Plans—Stewardship for sustainability of the University is a common good, and hence, cannot be achieved without the cooperation of all at Loyola. Therefore, it is incumbent upon all students to understand the need to balance student access and affordability with the financial implications of committing additional University resources to just employment related initiatives. Students should also understand and support the role of development (fundraising) activities to contribute to the long-term sustainability of the University.

Representation—Students should understand that those on campus represented by unions have a duty to ensure that the union represents their interests and that the organization is respectful of Loyola’s mission.

IV. Recommendations

The previous sections highlighted our principles and priorities related to just employment practices, along with what Loyola is currently doing to support just employment. Fundamentally, we recommend that these good practices continue, enhanced by additional efforts. The following recommendations address the most pressing social justice challenges in the workplace at Loyola University Chicago. In making these recommendations, we recognize that the University must balance the tensions between the commitment to student access and affordability with fair and competitive compensation. Therefore, incremental benefits and privileges should be offered as “benefits that are subject to review and revision,” as they must be reassessed periodically to confirm that Loyola is able to continue supporting the initiatives. The most obvious challenges for Loyola as we seek to become a more socially just workplace, include:

- Lack of accountability for a just workplace (whose job is it?)
- Absence of broad, shared understanding of “just employment” amongst students, faculty, and staff
- Ability to fund ongoing financial commitments
- Variations in employment standards among third-party providers (contractors)
- Need for continuous review and assessment
- Increasing pressure and scrutiny on higher education institutions related to the value of a degree

Assuming the recommendations in this report are broadly accepted, the initiative for implementation of the accepted recommendations lies with the administration. The administration will need to present those recommendations as a coherent policy to the Loyola community. This is something to be “received” by all sections of the community, as implementation will require participation and cooperation by all.

The following recommendations are for implementation in the coming academic year:

1. Paying a “living wage” (such as MIT with Chicago basis⁶) set by a recognized calculator should be a high priority of the administration. We recommend that the University develop a timeline to pay a “living wage” to all employees, as defined in Section III. See footnote for examples/website.
2. When there is variation in the distribution of workloads (examples include community and university service, course reductions, staff assignments, committee participation, etc.), such arrangements should be made prudently, and desired results of such arrangements should be clearly articulated and reviewed. Absent regular performance reviews and time boundaries, these arrangements can place unjust burden on employees. We recommend that employees with oversight or managerial responsibilities receive appropriate training and support to manage performance issues in order to promote a just distribution of workloads. Related, the president, provosts, and deans will require a periodic review (suggest every two to three years) of work-practices in the school, department, or division, reviewing it against standards of justice and fairness in work. Development of a culture of greater trust and responsibility—at all levels—needs to be developed so that the various structures and mechanisms cited in the previous section are activated.

⁶ MIT Living Wage Calculator for Chicago metro area: <http://livingwage.mit.edu/metros/16980>

3. In order to provide a fair proportion of expense for employees, we recommend the administration consider adding additional health care premium levels based on annual earnings (currently there are two levels – under \$36,000 and more than \$36,000). Revise the employee contribution for group-insurance benefits so that lower-earning employees contribute a lower percentage of the total premium and higher-compensated employees contribute a greater percentage of the total premium.
4. We recommend an awareness initiative for Loyola’s just employment practices be available to all Loyola faculty, staff, and students, with advanced training for managers to promote the just employment principles previously defined. This may be most appropriately tied to mission-based initiatives, orientations, and Plan 2020 activities.
5. We recommend there be clear accountability for just employment practices at Loyola. Further, we recommend some review and monitoring at intervals of Loyola’s just employment practices. Several possibilities for overall accountability presented themselves: (1) Just employment practices reside with a compliance officer, perhaps coordinated with the Provosts and Human Resources, with some power of oversight; (2) Administration supports just employment development through existing structures in the Offices of the Provost and Human Resources; (3) Leverage the internal audit function for periodic reviews of our status and progress related to just employment. Regardless of the structure, monitoring, review, and reporting should be made available to the Loyola community.
6. In order to support the enactment of the just employment principles for “Contract Workers,” we recommend the establishment of an “Advisory Committee for Contract Workers” that will work under the overall accountable official (designated above) to analyze, evaluate, and deepen understanding of the ethical and moral issues that should be taken into consideration during the renewal of existing—or the development of new—contracts with Loyola vendors who qualify under the “just employment” definition (see Appendix I).

Such a committee would be in place to:

- Broaden engagement and visibility to Loyola’s commitment to just employment with students, faculty, and staff.
- Support Loyola’s efforts to require its contractors, in relation to their employees on campus, to meet the same principles that Loyola maintains in relation to its own employees (e.g. living wage as documented in Recommendation #1).
- Assist with further investigation and consideration of appropriately balanced access to Loyola community resources for contract workers, as defined in this report (see Appendix II).
- Assist with further development or refinement of existing RFP language to encompass the agreed and adopted recommendations of this document.

While there was some support for an “Advisory Committee for Contract Workers” to further these recommendations, there was also some concern that a committee structure without an end date may lose effectiveness and energy over a longer period of time. With that in mind, it is advised that the role and effectiveness of this committee be reviewed periodically, such as every two or three years.

The remaining recommendations may require some additional time for implementation:

7. We recommend the administration improve the process to review and respond to recommendations made by University Senate, Faculty Council, or Staff Council to amend the Faculty Handbook and staff policies with respect to the elements in them dealing with employment.
8. Part-time staff who work at least 20 hours a week are eligible for benefits. We recommend the administration evaluate and consider programs that support similar benefits for part-time faculty teaching at least two courses per semester (minimum six credit hours).
9. In line with the foregoing, we recommend full-time faculty positions be preferred to part-time faculty positions wherever possible (acknowledging that some instructors may prefer part-time employment) to provide a living-wage with benefits.
10. Under conditions where budgets can be structured to support this recommendation, faculty performance is favorable, and demand is ongoing, we recommend implementation of a policy that would allow for more long-term faculty contracts. Therefore, when a non-tenure-track faculty member has, over a two-year period, exceeded performance expectations and demonstrated commitment to our students and Loyola's mission, the faculty member should be upgraded from a one-year to a multi-year contract. A non-tenure-track faculty member nearing completion of a second multi-year contract should be eligible on the same criteria to be offered a longer contract.
11. We recommend the administration conduct a periodic review of current formal grievance procedures and amend or develop them where appropriate. Particular attention should be paid to (a) protection from work-place harassment, bullying, and discrimination; (b) reasonable protection of "whistle-blowers;" and (c) improvement of communication mechanisms.

APPENDIX I**Contractor – Just Employment Working Definition**

For the purposes of this Task Force, a contractor is defined as any employee of any organization holding a closed-contract with Loyola University Chicago where:

1. Annual value of contract must be greater than \$250,000
2. Length of contracted services must be more than 12 months
3. Minimum number of employees on-site and dedicated to Loyola must be 10 or more
4. Summarized the scope for inclusion is 250/12/10

Under this definition, the following companies currently provide contracted services that meet these requirements:

Vendor Name	Annual Value of Contract	Location	Number of Vendor Employees on site	Length of Contract >12 months
Sodexo – Food Service	\$2.3M	HSD	13	Y
Sodexo – Custodial Services	Included in above	HSD	39	Y
Aramark – Dining Services	\$19.1M	LSC/WTC	250	Y
Canon – Mailroom and Receiving	\$550K	LSC/WTC/HSD	10	Y
Millard – Housekeeping	\$7.4M	LSC/WTC	120	Y

APPENDIX II

Current Access to Resources:

Resource	Direct Employee	Student	Indirect Employee (Contractor)
Athletic Events	Yes	Yes	Yes
Campus Recreation	Yes (with LUC ID)	Yes (with LUC ID)	Yes (with LUC ID)
Coursework	Yes	Yes	Yes
Digital Media Services	Yes (with LUC ID)	Yes (with LUC ID)	No
Parking	Yes	Yes	Yes
Shuttle Service	Yes (with LUC ID)	Yes (with LUC ID)	Yes (with LUC ID)
University Events	Varies	Varies	Varies
University Libraries Buildings and Physical Collections	Yes (with LUC ID)	Yes (with LUC ID)	Yes (with LUC ID or during guest access hours)
University Libraries Online Resources	Yes (with UVID)	Yes (with UVID)	Yes (with UVID or via library guest access workstations)
University Network ID (UVID)	Yes	Yes	Yes

NOTE: Many of these services are provided by having an ID card issued. In order to receive an ID card, the individual must be issued a Loyola ID number and UVID. In many cases, the largest driver for a contractor getting an ID card is the need for building access. Therefore, in practice, some contractors never receive Loyola ID cards. [This information is as accurate as possible as of May 2017.]

Current Cost Implications:

Resource	Cost to Direct Employee	Cost to Student	Cost to Indirect Employee (Contractor)
Athletic Events	Discounted Rate	Student Activity Fee	Discounted Rate
Campus Recreation	Discounted Rate	Student Activity Fee	Discounted Rate
Coursework	Tuition Benefit	Tuition	N/A
Digital Media Services	None	Technology Fee	N/A
Parking	Discounted Rate	Discounted Rate	Discounted Rate
Shuttle Service	None	Student Activity Fee	None
University Libraries Buildings and Physical Collections	None	Operating budget funded by tuition dollars*	None
University Libraries Online Resources	None	Operating budget funded by tuition dollars*	None
University Events	Varies	Varies, Student Activity Fee	Varies
University Network ID (UVID)	None	N/A	None

Considerations/Possible Impacts:

Resource	Notes	Considerations/Possible Impact
Athletic Events	Full-time undergrads admission is funded by student activity fee, whereas part-time undergrads and grads pay a discounted fee.	Offering discounted admission to more members of the University community (i.e., contractors) may help to grow fan base and fill seats at games.
Campus Recreation	Full-time Undergrads access is granted because they pay the full student activity fee, whereas Part-time undergrads and grads pay a discounted rate.	Expanding the number of people who can access the recreation center could create a strain on availability of equipment/facilities and cause for update equipment replacement schedule.
Coursework	ESL courses may have admission limitations even for direct employees. Direct employees' departments may be charged back for tuition benefit.	Admissions criteria; cost to University; management of program.
Digital Media Services	Students and direct employees can borrow technology resources for varying lengths of time.	Expanding the number of people who can borrow technology resources could create a strain on availability and cause for update of equipment.
Parking	Purchasing a parking permit does not guarantee a spot, but only permits the ability to park on campus at a discounted rate.	Expanding the number of people who can park could create strain on availability and cause for update of lot maintenance schedule.
Shuttle Service	Not run during breaks (summer, etc) because it is not funded by direct/indirect employees and not enough students during breaks.	Shuttles could be more full, need for students/direct employees to rely on CTA or other means of transportation (dissatisfied service), or more shuttles.
University Libraries Buildings and Physical Collections	Students and direct employees can borrow library resources for varying lengths of time. Anyone is eligible to visit library buildings and use resources during guest access hours.	Expanding the number of people who can borrow library resources could create a strain on availability and cause for update of resource replacement schedule.
University Libraries Online Resources	Terms of usage for online resources vary with possible limitations on licensing, access on-campus (only), number of persons accessing at a time.	Expanding number of people who can access online library resources could create strain on availability or increase costs.
University Events	Access to events varies based on the event, sponsor, etc.	Expanding the number of people who can attend events could create strain on availability of tickets.
University Network ID (UVID)	Depending on the role, some contractors receive a UVID via the Non-Affiliated Persons (NAP).	Licensing cost; adherence to acceptable use and other policies.

ADDENDUM**Task Force Membership****Chair (President's Cabinet Member)**

Susan Malisch, Vice President and CIO, Information Technology Services

Faculty Council Representative

Timothy Classen, PhD, Economics

Faculty Representative

Kathleen Maas Weigert, PhD, Sociology

Finance Representative

Malcolm Douglas, Financial Services

Health Sciences Division Representative

Kristin Wojtulewicz, Burn and Shock Trauma Research Institute

Human Resources Representative

Deborah Meister, Human Resources

Jesuit Community Representative

James Murphy, S.J., Philosophy

Marketing and Communication Representative

Steve Christensen, University Marketing and Communication

Student Government/Student Representative

Hannah Cook and Brock Johnson

University Staff Council Representative

Kathleen Steinfels, Campus Card Office

University Senate Representative

Niamh McGuigan, University Libraries

Resources**Faculty Representative**

Peter Norlander, PhD – Assistant Professor, Human Resources/Employment Relations

Cabinet

Margaret Faut Callahan, CRNA, PhD, FNAP, FAAN – Provost, Health Sciences Division

Thomas M. Kelly – Senior Vice President for Administrative Services

John P. Pelissero, PhD – Provost and Chief Academic Officer

Winifred Williams, PhD – Vice President for Human Resources and Chief Diversity and Inclusion Officer