

2021 Union Council Proposal: Associate Director Compensation Study

1. Background:

A. Organization Structure

Wisconsin Union Directorate (WUD) is the student programming and leadership board for the Wisconsin Union. It consists of 11 committees and 6 Hoofers clubs that host hundreds of events each year. The committees primarily focus on curating free social, education, and recreational events for the campus community and use the programming planning process to foster leadership development within their committees.

WUD committees are run by a Director who leads a team of Associate Directors (ADs) and other student leaders including Editors-in-Chief (for the Publications Committee), coordinators, and committee members. Currently, committees have between 2 to 4 ADs, although in the past they have had up to 10 per committee. For the upcoming 2021-2022 year, there are 41 total ADs anticipated.

Each Hoofers club is run by a student Club President, stipended equivalently to Directors, and executive boards that range in size from 10-20 members that consist of both students and community members. Club operations are overseen by Hooper Council, which is chaired by the Hooper Council President, also stipended equivalently to Directors. There are four Vice Presidents, stipended equivalently to ADs, that support the Hooper Council President in the management of Hooper Council.

B. Associate Directors' Role

ADs work in partnership with their Director, Advisor, and each other to make committee programming possible. They do much of the work of developing and programming events, conducting marketing for these events, and engaging in member development. WUD committees produce a large quantity of high-quality programming each semester, something that would not be possible without these student leaders' hard work and dedication to their committees. Additionally, as part of a committee's leadership team, ADs are vital in fostering a sense of community among committee members, as well as developing an environment that holds the committee accountable to their goals and vision for the year.

According to their position descriptions, ADs are expected to spend 5-10 hours on their committee work. However, in practice, this has not always been the case. Given the current volunteer nature of the organization and the demands of student life, some ADs meet the minimal expectations. Others far exceed the 10-hour stated commitment, saying they complete all the needed work to make programming successful.

Historically, AD positions have been viewed as a volunteer position, allowing students to learn leadership skills through Union programming. However, more recent cohorts of ADs have viewed the position more as a job, doing professional work for the Union.

C. Current Compensation:

As recognition of their contributions to the Union and to support their leadership development, WUD ADs and Hooper Council Vice Presidents currently receive a \$30/month Wiscard deposition for the 8 months of their appointment.

For comparison, WUD Officers (Union President, Vice President of Internal Affairs, Vice President of External Affairs) receive a tuition stipend for 80% of in-state tuition and a Wiscard stipend of \$50/month. WUD Directors receive a tuition stipend for 60% of in-state tuition and a Wiscard stipend of \$50/month.

ADs also have access to receive:

- Eligibility to be nominated for “AD of the Month” whereby, based on nomination 3 ADs are recognized each month and receive swag plus an additional \$50 Wiscard deposit, instituted during the 2020-2021 school year
- Officer initiated recognition plan which typically includes: sweatshirt, periodic thank you cards and small gifts
- Officer initiated professional development opportunities which typically includes: AD training retreats twice a year, panels and career workshops facilitated by WI Union Alumni members, with alumni engagement being instituted during the 2020-2021 school year
- Possible participation in national conferences and travel experiences, typically up to 80% of costs covered for one professional development trip each year (SxSW, APAP, Sundance, New York art tour, etc.)
- Eligibility to be nominated for annual student leadership awards which includes approximately 20 awards in 9 categories that come with recognition, WI Union lifetime membership card, and monetary awards that range from \$500 - \$1500.
- End of Year Recognition Banquet

D. Previous Related Studies:

During the 2019-2020 academic year, the Social Education Program Staff and the Social Education Advisory Board undertook an initiative to better understand current student attitudes and trends related to volunteerism and student organization involvement. The results of that work was presented in April 2020 and included the following recommendations:

1. Clarify for students the role of the Advisor (*In progress*)
2. Provide more training for Advisors to understanding current student communication patterns, professional development needs, and boundary setting (*In progress*)
3. Articulate future (career/personal) benefits of WUD involvement, i.e. learning outcomes (*In progress*)
4. Create more short-term involvement opportunities (most formal opportunities are one year in length) (*Pandemic delayed priority*)
5. Emphasize “leadership development” language over “volunteer language” as student are more likely to associate volunteerism with service organizations rather than student leadership organizations (*In progress*)

6. Increase the use of technology in training and relaying information (*In progress*)
7. Create opportunities that tap into current student interest in entrepreneurship (*Pandemic delayed priority*)
8. Communicate the value proposition of each involvement opportunity (*Pandemic delayed priority*)

E. Recent Associate Director Feedback:

The 2020-2021 school year has not created new issues within the Associate Director position, but instead exacerbated longstanding concerns with these positions. The current team of ADs has frequently expressed frustration with the amount of work they are expected to complete, compared to the recognition they feel they receive. While AD position descriptions dictate that these roles are a 5-10 hour commitment per week, these students have told WUD leadership that programs would be incomplete if they did not work beyond this timeframe. This frustration has culminated in some ADs telling WUD leadership that they will not be able to return as an AD and do not feel comfortable recommending this experience to their peers. Common statements around these concerns include “I have to choose between WUD and a job” and “We’re only able to afford 7 cups of plain coffee with our stipend.”

This feedback has generated an interest in exploring:

1. The option of compensating Associate Directors, for the purpose of equity, diversity, and inclusion of students of underrepresented backgrounds
2. Increasing professional development and training opportunities for Associate Directors
3. Current culture and practices around how outcomes/expectations are communicated to Associate Directors for Directors/Officers (who receive stipends) to ADs (who currently do not), and how to better empower ADs to communicate boundaries and priorities.

2. Proposal:

The Social Education Advisory Board is requesting that Union Council form a study team to explore the current value proposition of the Associate Director role within Wisconsin Union Directorate and to make recommendations for strengthening the perceived value and appeal of this vital role. Specifically, the team will delve into the questions of the need for AD compensation, the structural impacts it will have on WUD and the Union, and the effects a compensation change could have on Hoofers. In addition to compensation, we also realize that professional development, training, and the culture of the Wisconsin Union Directorate are crucial components to creating an equitable Associate Director experience. These components, compensation, and other intangible items all interact together to inform what an AD experiences within WUD. This proposal also explores the current effectiveness of these experiences and how to further enhance these opportunities.

To guide their work, the following questions have been provided as a recommended starting point, allowing the study commission to bring further questions as needed:

- **Need for Compensation**

- Key Questions:

- Is lack of compensation a barrier to entry for ADs, especially those from underrepresented backgrounds? If so, what level of compensation would ameliorate this issue?
- What attitudes have ADs had towards their role in terms of compensation? What sorts of financial difficulties have they had?
- Are student leaders in similar positions on the UW-Madison campus compensated, and if so how? Are student leaders in similar leadership positions on other campuses compensated, and if so how?
- To what extent are WUD student leaders doing professional work?
- If WUD ADs need to be compensated, what is the most effective way to do so (hourly wage, tuition stipend, etc)?

- To answer many of these questions, the study committee will be tasked with creating a survey to be distributed to past, Wiscard-stipended ADs. This survey can be spread to these people through outreach from current and recent ADs.

- **Structural Impacts**

- Key Questions:

- How would compensating ADs impact position descriptions and language within them, expectations, and overall culture of WUD?
- How would compensating ADs affect their status with the Wisconsin Union (employee, volunteer, intern, etc)?
- How would compensating ADs affect the leadership and reporting chain within WUD? Examples include the student hiring process, work accountability, etc.
- How would compensation change the relationship between Advisors and ADs? What additional responsibilities might advisors take on in this new relationship?
- What possible budget impacts would this have and what funding streams would make this sustainable?
- With compensation, how many ADs could each individual committee/club support?
- What types of training and support would be needed to create more open communication processes in which ADs can better set and articulate boundaries regarding workloads?
- Considering the current landscape of professional development opportunities for ADs, what can be implemented or changed to better suit the professional endeavors of ADs post-WUD and post graduation?

- **Effect on Hoofers**

- Key Questions:

- Which Hoofers student leaders would be eligible for compensation?
- How would compensation change the structure of student leadership within Hoofers?
- Would compensating Hooper student leaders affect community involvement and community member leadership in Hoofers?
- How could the Hooper budget, being a dues-based organization, help contribute to the cost of student leader compensation?

3. Membership:

Membership on the study team will be by appointment of the incoming Wisconsin Union President and will include individuals in the following roles:

- Union Officer (study team chair)/Social Education Advisory Board Chair
- Incoming Associate Director Representative
- Program Advisor Representative
- Assistant Director of Social Education
- Non-WUD student Union Council Representative
- Hooper Advisor Representative
- Student Hooper Representative

While study team membership will be limit to the aforementioned positions, they will work closely with other Union representatives, including but not limited to:

- Former Associate Directors
- Budget representatives
- Hooper Council

Timeline:

Bring Proposal to AD Compensation Subcommittee: March 11th, 2021

Bring Proposal to Social Education Subcommittee: March 12th, 2021

Bring Proposal to WUD: March 12th, 2021

Bring Proposal to Union Council: March 24th, 2021

Vote on Proposal in Social Education: April 16th, 2021

Vote on Proposal in Union Council: April 21st, 2021

Study Committee Brings Final Report to Union Council: November 2021



Union Space Proposal
Multicultural Greek Council and National Pan-Hellenic Council
Office of Fraternity & Sorority Life
Updated: April 8, 2021

Introduction: The Office of Fraternity & Sorority Life has four governing councils with nearly 60 organizations supporting over 4,000 members at UW - Madison. The Multicultural Greek Council and the National Pan-Hellenic Council support a collective of 18 organizations that represent various cultural and ethnic backgrounds. These councils and organizations were founded to provide an outlet for underrepresented students on campuses where there was a lack of support networks and, to this day, they continue to provide an avenue of recognition, representation, and advocacy of their identities.

Since 1946, the National Pan-Hellenic Council (NPHC) has been a pillar of community, service, and strength for the Black student population at UW-Madison, but there continues to be a lack of physical presence and space to recognize their organizations. At the time of their founding, existing fraternities and sororities excluded African-Americans from affiliating. While those exclusions are no longer present, this highlights the disparity between different types of fraternities and sororities. Today, we have six organizations on campus that continue to promote camaraderie and service to the communities they serve.

The Multicultural Greek Council (MGC) is our most recent governing body at UW - Madison since 2003, expanding within two decades to 12 fraternal organizations that support various cultural and ethnic backgrounds. These organizations have provided a foundation of support to empower students and advocate for the services they need that are lacking from other spaces.

Importance & Benefits: Research has shown that there are profound benefits to having a physical space on campus for Culturally Based Fraternal Organizations (CBFO's). Campuses across the country have begun providing physical spaces for cultural based fraternal organizations in order to provide visibility and a better understanding of multiculturalism. Referenced below highlights Northwestern University, another BIG 10 campus, who paved the way for MGC and NPHC organizations to have a physical space at their union.

- [Northwestern University, MGC & NPHC Space](#)

Currently there is no visible space or recognition on campus for MGC and NPHC at UW Madison, reducing underrepresented students' sense of belonging and resources for them to thrive at a Predominately White Institution. Due to a lack of space or visibility, these

organizations have to search for space or gather off campus, hindering their experience as students and connection to campus.

This space can provide for greater collaboration with other cultural and ethnic organizations to provide discussion around the purpose of MGC and NPHC. This proposal is in direct alignment and will provide benefit to Chancellor Blank's goals of providing resources and aid to diversity, equity and inclusion efforts across campus and in increasing and retaining a diverse student body.

Additionally, showcasing the chapters and councils of MGC and NPHC will elevate the awareness of the campus community of the history and importance of these communities to the overall community of UW-Madison.

Overall Desired Space Goals: Through a series of conversations with student leaders and organizations, this proposal expresses MGC and NPHC along with the Office of Fraternity & Sorority Life's desire to have two distinct spaces at the Memorial Union to continue to support the 18 student organizations.

Having two distinct spaces will provide the ability to meet the needs of both councils and recognize their unique story and needs. This space will provide the organizations to expand their visibility on campus, to recruit more members of diverse backgrounds, and to celebrate all cultures through programming and community gatherings.

The preference to be at the Memorial Union has been historically a highly utilized space for important student events, a place where campus partners and organizations gather, and the location for various folks to convene. It is also closely connected to the Red Gym, where the current offices and professional staff support the two councils are located (Fraternity & Sorority Life, Multicultural Student Center, Black Cultural Center, Latinx Cultural Center, APIDA Student Center).

Inn Wisconsin will be named as the National Pan-Hellenic Council Room

- Space holds 20-50 people
- Located on the second floor of Memorial Union

State Room will be named as the Multicultural Greek Council Room

- Space holds 50-100 people
- Located on the fourth floor of Memorial Union

The overall priorities of the space for both MGC and NPHC are described below:

- It is not exclusive but will be prioritized to their respective council executive board and member organizations, allowing them to reserve the space specifically for programs, meetings, and council events.
 - Organizations/Council will have to reserve the space ahead of time and will work with the Campus Event Services Office to identify reservation

needs and process that expands their access to space for meetings and events.

- When the space is not reserved, other campus and community members can reserve the space.
- For events in this space, organizations can access customer storage for any of their personal belongings.
- Decor that will be placed on the wall shall remain in place and not be moved or covered by other organizations or students.
 - Decor will be decided by the governing councils (i.e. crests, flags, material, etc.) in coordination with and with approval by the Wisconsin Union.
- Both spaces will comply with building hours and policies and regulations of the Union.
- The existing furniture will continue to meet the needs of these spaces and new purchases are not needed.
- The agreement for this space to be utilized in this way will be subject to annual review by the Union Facilities Use Committee/Wisconsin Union processes.

Thank you,

Director of Fraternity & Sorority Life

Maggie Hayes

Fraternity & Sorority Life Specialist

Cristian McGough

Multicultural Greek Council President

Karina Melendez

National Pan-Hellenic Council President

Kayla Cotton



Commission to ensure Diversity, Equity and Inclusion in Dining, Policies and Practices

Pradyumna Rao, Chair of the Facilities Advisory Board, Vice-President of External Affairs - Wisconsin Union

Facilities Diversity, Equity and Inclusion Subcommittee, Wisconsin Union
Dining and Hospitality Advisory Board, Wisconsin Union

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Preamble

The Wisconsin Union, opened in 1928, currently serves in student and community life through five main functions; Events & Activities, Relaxing & Studying, Food and Beverage, Outdoor Recreation, Student Leadership, and Theater. This proposal seeks to analyze the facilitation of three of these functions, *Events & Activities*, *Student Leadership*, and *Food and Beverage* through a Diversity, Equity, and Inclusion (DEI) lens. This issue has reached a crescendo this year from both internal and external outlets. Wisconsin Union Directorate (WUD) committees, full-time Dining, Facilities, and Campus Event Services Office (CESO) staff have all raised the issue of outdated policies, lack of an equitable structure and process to facilitate diverse organizations and programming. Externally, the experiences of organizations tied to the Multicultural Student Center (MSC) have resulted in representatives joining the Facilities Advisory Board to express similar concerns. As a result, the Facilities Advisory Board, in conjunction with the Dining and Hospitality Advisory Board, have voted to advance this proposal calling for a working group to analyse the operations of the Union in the three functional areas through a DEI lens.



Background

Over the past few years, the Facilities Advisory Board and Dining and Hospitality Advisory Board have received a multitude of feedback from all quarters. The following will describe a selection of feedback that has motivated this proposal.

Dr. Bikash Pattnaik, Assistant Professor, who was the prime motivator for this initiative, joined and offered the Facilities Advisory Board the perspective and experience of booking Diwali Nights at the Wisconsin Union for Indian Graduate Student Association.

*“Diwali is the festival of lights being celebrated worldwide including the White House. In our campus, IGSA has been hosting this annual event for a long long time. This is a cultural event and like any other cultural event has taken advantage of ethnic food served after an exhilarating cultural program. This has become a tradition that the campus community and also local families they look forward to. I have known several peer campuses celebrate this with full enthusiasm. For the past several years, I have been guiding IGSA as an RSO advisor and am a cosigner on such events where programs are held in the Shanon Hall followed by a quick serving of Indian food within the Memorial Union facilities. Over the years traditional food has been served by local Indian Restaurants, except for one year when Union catered the event. The associated costs and authenticity of food provided by Union has been a prohibitive factor. However, 2019 was remarkable as there were enumerable communications between the student organization and Union, including the Dean of Students office for reserving Union space for serving food. The students ended up being advised to serve food in the library mall on a chilly/rainy evening in November. **This does not reflect on values of a welcoming campus such as ours.** I have promoted this event wholeheartedly, all these years, as this event is a positive contributor to our campus climate. Our students are extremely busy meeting the challenges of academic expectations and this program provides an opportunity for the students to come as a community outside their classroom, to reflect on life, harness organizational skills, learn to manage budget, develop fellow feelings, express their talents and to bust stress. **These reflect the values of the Wisconsin Union as well, outlined in the Preamble.** My proposition would be that promoting ethnic group events on campus will involve food and it is important to provide solutions to this campus wide diversity and inclusion priority.”*

Arturo ‘Tito’ Diaz, Organization Development Specialist, gathered the perspectives of Multicultural Student Organizations with regards to booking events at the Wisconsin Union. After being asked for their experiences the following information was gathered. One of the groups stated, “The Wisconsin Union menu **does not have a wide range of food to support different cultures/ethnicities.** The ethnic meals that are available, are often more expensive or require additional fees. Also, these are not publicized as well because some of the items are “off the menu” but you can still get them (for an extra fee). If we are being forced to cater to the Union,



then they should have a better range of food that supports all students. If we ask for specific ethnic foods, then why does it have to be more expensive or only be available during special occasions. For example, the Union offers Hispanic bakery but only for Day of the Dead.”

Stephanie Diaz De Leon, Diversity Coordinator at the Wisconsin Union, offered the Advisory Boards the perspective of CESO, Dining and Facilities. In meeting the mission and goals of the Wisconsin Union, CESO, Dining and Facilities want to be partners and resources for RSOs wanting to host multicultural events with sustainable, equitable and proactive policies and procedures that adhere to University policy, food safety guidelines and are transparent and approachable for groups. This work is an ongoing process that we are committed to improving and implementing.

The current situation also affects the internal functions of the Wisconsin Union Directorate. Currently in the crossfires, WUD Cuisine has many limitations due to the outdated food policies of the Union. For example, the policy of not being able to bring food from outside vendors other than certified restaurants has made it difficult for the Cuisine committee to invite chefs from a variety of restaurants around Madison. Many restaurants have refused to work with the Cuisine committee as they do not want to go through a long process of getting certified just for one or few events at the Union. Moreover, the demonstration kitchen that the Cuisine committee has can only be used to give sample portions. Since many of our audiences are students who are interested in more than tasting, being able to provide full portions for all audiences will help attract more attendance. Also, not being able to bring ingredients from outside grocery stores to do cuisine events at Union is causing extra work for dining staff to prepare requested ingredients for the Cuisine committee and the cost of buying these items from dining service is way higher than if the Cuisine committee were to have bought them from grocery stores.

All of these testimonials provide the motivation for the current proposal to revise all our current policies and practices to better align with the Wisconsin Union’s standing as the living room of campus. After consultation with CESO, Dining, Facilities, MSC representatives and Executive Functions of the Union, the decision was made to create a Working Commission, reporting to Union Council and involving all stakeholders in the conversation. The rationale for creating a Working Commission is so that all stakeholders who have brought this conversation, including both campus and community entities, can be involved in the crafting of the model. For instance, if revising any campus policies, UW Risk Management would need to be involved, and the same follows for any initiatives serving MSC Organizations would need to involve MSC representatives for proper protocols and communications.



Goals of the Commission

The overall goal of this policy is to create a sustainable model to create a more inclusive environment through the functions of Events and Activities, Student Leadership, and Food and Beverage. The working commission will explore, identify, and recommend updated policies, procedures, retail and training processes so that the Wisconsin Union can provide more equitable access to catering and space reservation services. The commission will take this DEI lens through focusing a strategy on four areas: Policy, Communication of Policies, Retail, and Training. This strategy was agreed upon in coordination with CESO, MSC, Dining, Facilities and Student and Staff Leadership input.

This proposal recognizes that a Diversity, Equity and Inclusion lens cannot be employed through just bringing representative voices to the table, but also by members of the commission taking the initiative and opportunity to develop their own DEI perspective so that they can become empowered agents of the change they seek to shift systems and conditions so those who have been excluded or oppressed benefit can feel welcomed. **A DEI workshop will be facilitated for the first meeting where all agents of the commission can develop a DEI lens.** Foundational resources can also be found [online](#) or at the [Official Diversity, Equity, Inclusion and Social Justice Page at UW-Madison](#).

- Goals within Policy
 - The working commission will identify outdated policies that limit space reservation and use to underrepresented students, staff, and community members.
 - The working commission will analyze the current catering policies of the Wisconsin Union to identify weaknesses in providing ethnic food options to both internal and external organizations.
 - The working commission will specifically look into the relationship between WUD Cuisine and Wisconsin Union Catering to identify specific committee concerns and needs, common needs and opportunities.
 - The working commission will work with a risk management team and EHS for an assessment to create, modify and implement food related policies that are applicable to registered student organizations and WUD committees to organize culturally diverse cuisine events independently from catering or dining service from the Union.
- Goals within Communication
 - The working commission will identify in which areas the Wisconsin Union can improve in regard to their communication of policies to internal and external organizations interested in or using Wisconsin Union services.



- The working commission will work to find and create an efficient solution for finding catering and space reservation policies on the Union website for anyone interested in or using Wisconsin Union services.
- The working commission will consider the best location on the Union website for policy information to be housed as well as the appropriate language for providing explanations for any sort of exclusionary policies.
- Goals within Retail
 - The working commission will research the current system of buying and selling ingredients and food products used for catering services. The commission will identify how the Wisconsin Union can better access more ingredients and food products to provide more diverse cuisine options.
 - The working commission will research current restaurant options, including the offered menus and food options to identify how the Wisconsin Union can better cater to the needs of the students that utilize these spaces.
- Goals within Training
 - The working commission will involve the job duties and descriptions of chefs at the Wisconsin Union to collaborate on better practices to create international and diverse food options.
 - The working commission will identify the extent to which CESO should be involved in training regarding diverse food options in space reservation and how to work with those reserving spaces to accommodate their unique food needs.

It should be noted that these goals are subject to change depending on the findings of the initial report creating a baseline of information as well as committee sentiment. If a substantial change to the goals is made, the Chair would need to submit a proposal to Union Council outlining the updates.

Members

The working commission will follow the structure outlined below for the membership. Voting members of the commission will only be the Chair, Co-Chair and General Members and the commission will work under a [consensus decision making model](#). Any changes to the constitution of the committee will need to be approved by Union Council. Consulting Members can be added at the discretion of the Commission Chair.

Chair:

- Chair of Facilities Advisory Board/WUD Officer

Co-Chair:

- Director of CESO (Jen Brown)
- (Matt Olson)
- (Lisa Wadzinske)



- (Carl Korz)

General Members:

- Cuisine and/or Global Connections Director
- Cuisine and Global Connections Advisor
- MSC Full-Time Staff Representative
- MSC Student Leader
- CESO representative
- Associate Director of Dining & Hospitality
- Associate Director of Facilities
- Diversity Director at the Union
- UW Risk Management representative
- UW Environmental, Health & Safety representative
- Student Member from Facilities Advisory Board
- Student Member from Dining and Hospitality Advisory Board

Consulting Members:

- WUD Executive
- Dining Advisory Board Member
- Facilities Advisory Board member
- Ed Janairo
- Director of Support Services

Timeline

Once the committee has been approved by Union Council, a Sub-Committee will be immediately assigned by Carl Korz, Associate Director for Dining and Hospitality Services, to create a baseline of information defining the current state of the Wisconsin Union with regards to policy, retail, communication and training. This Sub-Committee will have the following membership

- Lisa Wadzinske
- Stephanie Díaz de León
- Billie Bach
- Jennifer Brown
- Stratford Vandlik
- Han Sol Meinig

This Sub-Committee will be responsible for creating an interim report for when the commission is fully staffed early to late August 2021.

Over the semester, the committee will follow the following timeline.

- 1) Late August the commission is staffed



- a) First meeting will be a facilitated DEI Workshop
- b) The goal of the first meeting is to develop a collective DEI lens amongst all agents in the conversation
- 2) Initial findings to the first Facilities and Dining meeting
- 3) Commission provides an update to Union Council each month
- 4) Commission meets Bi-Weekly
- 5) November Union Council early/draft recommendations presented to Facilities and Dining and Hospitality Advisory Boards
- 6) Final Union Council meeting of Fall semester commission will provide recommendations

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