MINNESOTA STATE UNIVERSITY ASSOCIATION OF ADMINISTRATIVE AND SERVICE FACULTY MEET and CONFER Thursday, October 1, 2020 | 1:15-2:45 p.m.

Present: Amanda Weister, Katie Hodgden, Richard Davenport, Jeff Pool, Henry Morris, Marie Slotemaker, Mark Johnson, Debra Schulz, Melissa Iverson, Rick Straka, Oscar Gonzalez, Steve Barrett, Tracy Stokes Hernandez, Jennifer Veltsos, Matt Cecil, David Jones, Moses Langley, Shirley Murray, Lynn Akey, Brian Martensen, Marie Slotemaker

AGENDA

Meeting Chair - Mandy Weister, MSUAASF President

I. Information Items

- A. Review of Notes- no corrections
- B. MSU President's Report- R. Davenport
 - Today you will hear some very positive reports and also challenging areas which will require everyone's participation. You will hear this idea of enrollment being up and closing the diversity gap, and we are leading the system. On the home-front, it looks good considering the pandemic and keeping us open. MSUAASF plays one of the most significant roles in this. It is no surprise given the economy, and even as the flagship institution in the best financial situation compared to other institutions, we do have budget challenges. The goal as departing president is to end with a balanced budget at the end of the fiscal year before the transition to the new president. Part of that, is trying to understand the dynamics that bear the future of our University. We will look at all options, and certainly let's hope we don't have to retrench; it would be a last option but we do have to consider it. We are going to protect the faculty and staff. We do have significant challenges, more than what we thought a year ago. I am fairly optimistic we can solve most of our problem by going through a strategic process to keep our campus alive and well and with student successes. MSUAASF deserves more credit than any other group to help us send that message and to help our students get through. I understand it's a mixed message, but we have to solve these problems. (A note that I will step out during discussion of presidential search during HR report as a professional courtesy to the search.)

C. MSUAASF President's Report- M. Weister

- Good afternoon everyone. Over the last month our members have been **modifying**, **refining**, **creating** and **innovating to meet the needs and foster student success** across this <u>new educational landscape</u> that traverses face to face,,,,, screen to screen,,,,, and <u>all face to screen combinations therein after</u>.
- ASF Admissions Staff continue to **innovate** to maximize their virtual and online resources to recruit during this unprecedented time. "Free app month" started on the 30th of September, and communications were sent to students and counselors throughout MN and the surrounding states. In efforts to increase access, they partner with communities to do 6 virtual sessions walk through the MN state application with students. Admissions are also hosting virtual high school visits, fairs, and conferences and offering virtual options for Open House, Resource Fairs, and panel attendance.
- ASF Student Activities Staff adjusted swiftly after the announcement of Homecoming 2020 being cancelled and **modified** plans to host a Spirit month to continue the traditions and spirit of engagement in a safe manner for students, faculty, and staff.
- ASF Career Development Center Staff aimed for greater access and opportunity for student appointments by **refining** and piloting same-day appointments and **developing** shorter appointment options to better fit student schedules. They are also hosting the Career & Internship Expo as their first major virtual event in Handshake on Oct 13.
- ASF Advising & Student Success Staff have developed and will be implementing Spring Registration
 Advising and Outreach processes that incorporate multiple technologies and link their communications
 with efforts of Admissions, Orientation, Registrar's and other related offices. The goal is to shape
 processes and communications to best meet student needs.
- ASF Development Officers have **created** new strategies of connection: Given the cancellation of scholarship ceremonies/banquets this year, the Development Officer team has reinvented ways to link

students & donors. Zoom calls were used to connect donors and students, and some donors were even invited to attend student org meetings. Donors received recipient profiles of students that included photos, bios, and thank-you messages from students. These efforts allow donors to see the impact of their gift outside of the traditional ceremony and reinvigorate their Maverick pride.

- ASF Staff in The Registrar's Office have expanded their use of Maverick OneStop to aid in routing
 questions to staff. Customers are also able to live chat with an agent in the Registrar's Office to get
 immediate answers to questions. Since the LiveChat implementation in mid-August there have been 854
 live chat sessions.
- Our membership is also celebrating milestones in our Union at this time of year. On Tuesday, September 29 we celebrated our 2nd annual Founder's Day with a Zoom call that honored our enRICHment award winners this year: Shirley Murray, Bill Tourville, Kristel Seth, Mel Iverson, Amy Staloch, and Brice Matthews. We recognize these colleagues who were nominated by their peers based on their success in enriching our union, our work with students, and the University. If it is not obvious, the en**RICH**ment award is in honor of our own Founding Father and ASF Legend, Rich Wheeler, who retired just last semester (it seems longer we miss Rich!). But Rich was also able to join us on the Founders Day call and share words of wisdom and inspiration to our membership. We also celebrated the day by a partnership with Dunkin' Donuts, Rich's favorite, that allowed our members to order a "Rich Special" and receive a free coffee and donut throughout the day.
- Despite our member's fierce commitment to student success within their own departments, units, and offices, they have still found time to give back to the University community and participate in our collective goals. We have ASF members filling 52 spots on Shared Governance committees & appointments,,,,,an additional 22 volunteer roles filled by members on ASF Committees & in Leadership Positions,,,,,and another 34 members serving as resps on search committees so far this fiscal year. That is a total of 108 appointments being filled by our members. Not bad at all, especially when noting our membership roster holds 137 individuals as of this morning.
- In March of 2019 I was asked to write a Candidate Statement as a nominee for the ASF president position. In that statement I spoke to **three** goals I would have as ASF President. I'd like to share an excerpt from that statement: "If elected, I would have 3 starting point goals. The first is to continue...encouraging leadership and participation in our union. Participation is education. Our strength doesn't just happen, it requires our active engagement." [END QUOTE If you are wondering Yes, I am leaving you on a cliff hanger to what the other 2 goals were!]
- So today, as I review and reflect on both ASF member's recent modifications & innovations to reach students across this new educational landscape AND these numbers that speak to not only ASF's involvement at the University, but also are a demonstration of our dedication to the greater #MAVFAM......I am struck with pride for the many items our members have accomplished and continue to contribute.....even during the most challenging of times. I truly believe Participation is Education and am honored to be able to report the active involvement I have witnessed from ASF membership this year. I look forward to fostering this goal further in the future as we partner with you and our colleagues across the university to provide an exceptional education to our Maverick students. Thank you and I'd be happy to answer any questions you might have.

D. Vice President Student Affairs & Enrollment Management Report- D. Jones

- I would like to formally recognize Mandy Weister, as she was selected by Mankato Area Growth for the MN Young American Leaders Program. (M. Weister: Thank you it is an honor and I look forward to participating.)
- Mandy summarized a lot and you can tell there is a lot going on. I just want to highlight items in the (Fall 2020 Preliminary Enrollment Points) attachment. I want to thank everyone here for all their work for retention and enrollment efforts.
- We are up in head count and credit production.
- Increase in credit and thank you for all your help and continues to be exciting (discussed numbers in attachment)
- International numbers: did not drop as we thought at one point, we have been able to maintain nearly the same (last year was 9% international); the really impressive is that our underrepresented students now is 18% (discussed numbers in attachment)
- I hope people embrace spirit month and help students get engaged

E. **HR Topics (Steve Barrett)**—S. Barrett

• Human Resources Vacancies—if you have questions, let me know and we will look into it

- Workplace Environment Investigations—nothing new, 1 case last month and is finished, as more transition back onto campus, we may see more in volume.
- COVID-19 Leave, Accommodations—Not much change since last month, accommodating 18 employees; employees approached HR and they worked with supervisors and managers to accommodate circumstances. Most of the cases involved either the health condition of the employee or a household member's compromised health. Additional have worked out arrangements; far more have worked with supervisors without HR assistance.
- M. Iverson: With the recent e-mail regarding the telework policy updates, if members have questions and they are doing telework do they need to sign that form or is what they have already done adequate?
- S. Barrett: What is currently done is adequate for most because it is a temporary arrangement; if an arrangement becomes permanent, then we will need the form filled out and HR will reach out to the employee. The announcement was given by MMB and said we could tailor the message but we had to keep all the information. What we already had set up previously works.
 - Presidential Search Update—We had 9 listening sessions in total and the chancellor was with us; there are 5 presidential searches in the system going on right now. Consistency throughout all the listening sessions was the need for maintaining shared governance---that the new president would need to recognize and embrace that culture that has been built. The call has gone out to bargaining units regarding search committee—chaired by president St. Cloud State (recently when through this and will have valuable insight). ASF will need 1 member to serve on the committee. Although Sheri Sargent and Steve Barrett are the liaisons leading—it is governed by the Board of Trustees and Chancellor's Office. We will solicit nominations to him and he selects. Nov. 18th/19th committee start dates.
 - M. Weister: I noticed in places that 1- service faculty in one area is being selected but then faculty there was a call for 3 but 1 selected and just wondering if you can share more insight into that difference?
 - S. Barrett: I will have to look into it. In some bargaining units, they choose who they want and others choose to nominate then select
 - M. Weister: My initial concerns is just that we are making sure it is equitable across the units
 - BESI Update- S. Barrett:
 - Deadline was last Thursday
 - 75 employees: 41 classified; 34 unclassified---4 were ASF; 30 were IFO.
 - Right now, president and cabinet are considering all the BESI requests and will make decisions soon. BESI is a budget tool; it is not a standard employee benefit. Decisions of who is awarded and not is based on the main driver which is the impact on the budget, there are other impacts as well but it is a budget tool. One of the many tools to balance out. We will be notifying employees early next week on BESI decisions. If selected: you've been selected, it will include clarification on what is being offered and then given a deadline to consider and choose to accept.

Discussion Items

A. **COVID-19 Update** (Matt Cecil & Cabinet)

B. Return to Learn Updates

- Lynn Akey: We are returning with relative success. Upcoming for us is we are preparing to advise for registration, prepare for move to completely online post-thanksgiving, right now asking for further guidance on what to do with spring break for the spring term schedule
- We have demonstrated an ability to move through various waves of outbreaks and continue to lean on everyone to work through it.
- M. Cecil ---seeking more guidance from MDH with spring semester; potential change of remote learning during that time but not guidance or decisions are made. They want to avoid the mass amount of traveling and returning with exposure.

C. Tracking and sharing COVID-19 data

- M. Cecil---Dashboard continues to be updated and has gone 2 straight weeks without changes on how to monitor and track
- Outbreak from theatre—we learned about it because students reported their tests immediately which helps us to move and respond quickly. When we reached out to work with the dept. chair and faculty—they had already taken steps to address and agreed it would be a 2 weeks pause; no new cases as of today but they want to make sure so extending 1 more week (credit goes to Julie Ker-Berry and Matt Carron and all faculty and staff in theatre). It happened at an off campus event; it did not occur on our campus. Kudos to those folks. President Davenport sent a thank you to the students for coming forward and let them know they are not going to be punished (not being expelled like other schools are choosing to do)—they will get our care and services to get well, and we encourage you to help send that message

in your interactions as well. Encourage to use the hotline. This is a good example of the process of how we deal with COVID-19 exposure.

- M. Iverson: A question from a member not able to be present today: is the remote learning shift after thanksgiving including faculty and staff? Could you address that as well?
 - M. Cecil: There will still be students, the campus will be open, like living in the res. Halls, and we want services available to them if they stay around. It's a matter of scale: looking at number of students compared to number of staff. We want to take the steps that make the most impact but we do want to make sure we keep offering services.
 - ➤ M. Weister: How do our services look different after thanksgiving? How might we respond to those questions?
 - L. Akey: Employees should visit with supervisors as there is not a blanket answer for every single situation, but services will be the same in patterns and availability of resources. Do not expect shifts.
 - ➤ T. Stokes-Hernandez: I have a question on the dashboard—it only shows students, what about faculty and staff—can we access that info. somehow?
 - M. Cecil: Currently 0 are active cases; since the outbreak started, it has been fewer than a dozen. These questions have come up in conversations. There are some confidentiality concerns. It has come up so need to continue to look into that.
- Plans for Potential Outbreaks

D. Budget (Rick Straka)

- In a biennial budget year—looking at what we can do to balance our budget—a requirement from BOT and Chancellor in a presidential transition, we have a requirement by July 1 to have a balanced budget
- 3 million dollars has been a talk for over a year; upcoming 2022 budget is 2.6 million dollars less appropriation from the state
- Exact appropriations from the legislation and when that occurs makes it hard to predict
- Tuition= enrollment and rate impact which is important in our budget planning

Budget Planning Variables

- Academic Year Tuition is Approx. \$100M
 - ➤ 1% Tuition Rate Increase = \$1,000,000
 - ➤ 100 FYE Change = \$750,000
 - \geq 133 FYE = \$1,000,000
- Appropriation is Approx. \$57M
 - ➤ 1% Change is Approx. \$570,000
- Compensation Budget is Approx. \$125M
 - > 1% Change is Approx. \$1.25M



	Minnesota State University, Mankato Estimated/Projected Impact of \$4.7B State Deficit On Allocation From FY21 to FY22.				
FY22-23 Estimated State of MN	Expense Budget			\$	51,360,206,000
Projected FY22-23 Budget Defic	t			\$	(4,700,000,000)
Deficit as Percent of State Expe	nditure Budget				-9.15%
Minnesota State University, Ma	nkato FY21 Allocation	1		\$	57,106,839
Possible Reduction in State Allo	cation from FY21 to F	Y22		\$	(5,225,877)
- Defict Percent mutiplied by	FY21 Allocation				., ,
Reduction at 50% (if all taken in	FY22 counts twice in	FY22 and	FY23)	\$	(2,612,939)
FY20-21 Structual Budget Defici	t Estimate			\$	(3,000,000)
FY22-23 Estimated Share of De				\$	(2,612,939)
Low End Projected Budget D	eficit			\$	(5,612,939)
EV20 21 Structural Burdent Defi	it Estimata			4	(2,000,000)
FY20-21 Structual Budget Defice FY22-23 Estimated Share of Deficiency				\$	(3,000,000) (5,225,877)
High End Projected Budget D				\$	(8,225,877)

- Moorhead and Winona dealt with this appropriation deficit form the biennium last year—we put it off (because we believed we could wait to deal with it)
- Hard but need to look at variables. Need to balance current biennium and looking at future biennium. Even if we may ask for more money at the system office it will be unlikely, state and legislature typically allow us to take what we are offered—not all institutions can increase their tuition.
- We have to have discussions about how we balance that budget. We hope for good news. If our enrollment stays strong maybe base tuition money would be an option to help. When the legislature meets, they can raise revenue/taxes or cut spending, or more likely, a combination of the 2 or do an accounting shift (like when Tim Pawlenty was in office). Those amounts we have to deal with and balance. Since we don't know what that will look like, we have to look at retrenchment as an option. We do not have any specific details but we believe it is our duty is to make you aware that we have to consider it. As we move forward, we hope we can narrow down our projections and estimates. Leadership council and CFO's meet Tuesday -the board will ask on Wednesday on what we will ask and what we get from the Legislature. This is difficult news for all of us. It remains that even in times of scarce and declining resources, we will invest where there is demand and opportunities to serve our students better in a financial way. Supporting strong programs and eliminating ones that aren't. Years ago, they were difficult decisions and our performance was different during that decade but we are in a different position today and we have been doing well which we have showed in our response to the pandemic. This is an opportunity to do that again. We are hopeful we do not have to say to any employee: "you no longer here." But we have a financial duty to balance the budget.

President Davenport: A question that may come up is: What's the administration doing and how can we size down the administration to minimize impact on other employees? This has always been on our radar—and we are looking at it again this year. We have the leanest administration among all the other Minnesota State System institutions. A number of administrators have gone 4-5 years without pay increasing---our opportunities to do that comes after the bargaining units settle their contracts. Our Administration has not complained under these circumstances. About 90% are already at the ceiling and it hasn't been changed for years. Personally, not a single administrator has complained despite money has been lost. We are still and always have looked at it. We will look at options that will help make strategic sense. For example: the change with Lynn Akey's division was a great investment we see paying off. Know that this is not all on your shoulders and we do it with you all in mind.

S. Barrett: If we found a way to deal with structural deficit (3 million), we need to still face the 2.6 million decrease in state support. So we need to deal with them both so it's a 5 million problem is that correct?

R.Straka: Yes. Some might ask, what about the covid 1-time investments (flex sync, etc.): those are paid by reserve money, technology fees, etc. COVID expenses are not part of this problem. This is a bigger issue with inflation increases, state appropriation and structural deficits. For us to be able to report back with increase in enrollment has helped us dodge a big problem. St. Cloud in reporting their enrollments for this year (down in fye =over \$7 million loss in tuition of current year). That's great for us financially—we are serving more students which is helping students fulfill their dreams and helping our economy in that way.

R. Davenport: What resonates well with what R. Straka is saying is that besides cuts we will invest. Besides student success—I want to give credit to M. Cecil; Matt and his team have worked really hard to identify what resources will help address this and he is working with the deans arm and arm and they are cooperating and supportive. We do have thoughts and ideas but not ready to release. We don't know the state of affairs for the State of Minnesota. I thank everyone for their help.

M Weister: Just to be clear: at this time you are saying that retrenchment is a tool of consideration but not it is not being used as an official declaration. Given that July 1 with the new fiscal year and president will come much more quickly than we may feel now, what timeline might exist before that last resort tool is on the table?

R. Straka: Likely Feb./Late January to IFO if academic programs are involved; it's hard to say but we are not days away—we are somewhere between weeks and months; we will have to have a plan in place well before the transition takes place.

M. Cecil: Step 1 is to really look at the BESIs and retirements. Once we have an understanding of those, (towards end of month since 3 weeks to accept and consider) then we will know what we are starting with.

- M. Weister: Knowing this is a tool that can be on the table, would you consider reopening BESIs? S. Barret: We would have to think and consider. This time around was to let people make decisions before the Oct. 15th timeline required of IFO to submit retirement. There is nothing legally stopping us from doing it again but the process takes a while. The bulk of the savings from BESI will be 2 years from now. Given the amount of interest, it's a viable tool we can use.
- R. Davenport: We want to make certain: if we were to reopen it would not be for a great or more attractive match, if we were to do that it, would be the same exact terms. It applies to the academic side as well.
- R. Straka: We have an amount of reserve set aside for absences—we are using some of that balance sheet/cash to cover that first year from retirement in a BESI, the next year we can balance and then have to build that back up. Another reminder: in order for us to use the management tool, we have to see significant change in FTE and see a position that goes away completely. Replacements are not always guaranteed that we would pay less or have savings in ASF where as in IFO it's easier to see that. Cabinet will go back for a subsequent conversation on that.
- S. Murray: There is some concern regarding this discussion that we thought article 22 was actually being implemented but from everything heard today that the answer is no. Is that correct?
- R. Straka: We are considering turning onto that road; we are not turning onto it today.
- S. Barrett: Each bargaining agreements have notice process that we will follow. At this time we are putting it on your radar.
- S. Murray: Good to have clarity; thank you.
- M. Weister: Will there be plans for education to staff/others because of the disconnect which may cause shock and confusion so community can understand and timeline?
- R. Straka: We will take it into consideration. Typically this conversation occurs here and budget sub meet---been talking about it for 2 years. It may be time to talk about how do we coordinate the communication. In the past we have done budget town halls, or I could do a zoom meeting to do a presentation. Might be time to consider some sort of campus forum.
- M. Cecil: We are thrilled with increase in fye, which is 750k doesn't move us very far in solving these problems
- M. Weister: This is so far away from understanding the details but I understand it better from sitting in this room so I think it would be much better for our members to understand it in hearing from R. Straka. Would you be open to attending a membership meeting or town hall?
- R. Straka: Happy to that and talk at next cabinet meeting about those options.
- R. Davenport: This would be our last resort. We have a lot of cards to play yet. Information can't be revealed yet there are several universities that may announce retrenchment and may have bigger

problems and may not have as many tools in their toolbox. We are in the best position of any state University.

R. Straka: I would say that is a fair analysis and we are fortunate to have less enrollment impact. Others are also dealing with this in our system.

M. Weister: Appreciate getting on the forefront of this and willingness to work through the details in following the contract and appreciation to work together.

E. Equity 2030 (Henry Morris)

- Coordinated strategic plan to infuse equity into the MN State System involving 3 main points: student success, employee success, and access to Minnesota State resources
- Historically MSUM 10% equity gap
- We started to close this a few years ago so we are further down that road in closing the gap with diverse students—we show that in domestic students of color and increase in re-enrollment and FYE
- 18% students of color---grown from 4% in the last few years—recruiting, retaining and graduating them= success
- Employee Success= employees are a reflection of state and student populations—still some distance to go which is at 12%--have a gap there need to continue to work on—it has grown but consistency.
- Student success: students like to see themselves in student service roles which helps our student success
- Equity by design: a lot of our ASF members are part of that. The more challenging problem is recruitment and retention of women of color. It's difficult---the issue is socially,
- Access to MN State resources: many contracts it awards to diverse owned and women owned businesses in state and in nation---we are not doing as good of a job in ensuring that diverse companies get awarded those contracts. We don't know or have a good tracking process to know who those businesses are and R. Straka's office has agreed to help us.
- Some of the initiatives just starting this summer
- Our area is looking good in comparison to other institutions
- The investments we have made so far: thanks to Provost was MavPass—initiative to help students in those high DFW courses. Statistics are showing it's working.
- Gap number is separate from international students
- L. Akey: When you go back 5 years ago opportunity gap was 10% and now 3.8%; when we look at cohort started last fall and returned this fall 71.8%--highest retention rates going back since cohort of fall of 2006. Tremendous progress from fall to spring last year 91.5%; then from spring to current fall 85.7% ---both are highest re-enrollment in 18 years. This is impressive itself but also in context of a pandemic. Hard to feel celebratory when we know we have difficult decisions to make but this should give us confidence in the work we have done so far and that the changes we have made and are making have had a positive impact and want to keep that moving forward.
- H. Morris: It takes a University to close the opportunity gap; 1 student at a time, 1 semester at a time. That's done by your members—it's all of us working together to make sure our students have a positive experience and want to stay and come to us. This semester from fall to spring is going to be very challenging.

F. Public Safety Liaison (David Jones)

 City of Mankato notified us last month due to financial strains needed to reassign our campus officer: Stephanie Wilkins. We still have a commander with our ward that we can respond and talk with if needed.

G. December Commencement (Matt Cecil)

• Unable to hold normal graduation this fall. We are working on alternatives to include a combination of things we did in the spring which was graduation box and website videos. This time a little more dynamic and share a more community experience. Combination of graduation box with produced and streamed synchronous events. It will be produced but have a live feel. IT solutions will help. President, Provost, student guest speakers, hymn and social media posts to follow up. Not ideal but trying to make it more of an event and community feel with what we are able to do.

Preliminary Enrollment Points of Interest for Meet & Confer (9/30/20)

These enrollment figures are the most recent but are not the official 30th day report. However, the below enrollment points are ones that can be confirmed right now.

- Whether by headcount or FYE, Minnesota State University, Mankato is the largest University or College in the Minnesota State System. Among the seven State Universities, we teach over 29% of all credits. We taught 27% of all credits a year ago.
- Our headcount enrollment accounts for 26% of all enrollment at Minnesota State System Universities.
- Minnesota State Mankato is the second largest University in Minnesota after the University of Minnesota—Twin Cities.
- Overall student enrollment is 14,453. This is our 19th largest enrollment in our 152-year history. It is 1.4% more students than last year as of this date.
- The Fall 2019 New Entering First-Year Class of 2,284 is our 11th largest new class in our 152-year history. Under President Davenport, we have achieved nine of the ten largest first-year classes in our history.
- The diversity of our student body has continued to increase. Domestic students of color represent 18% of our overall enrollment. International students represent 8% of our overall enrollment.
- We continue to be a University that garners great national attention. We enroll students from all 50 states and Puerto Rico.
- Minnesota State System Enrollment. Yet again, MSU is a leader in overall system enrollment.
 - We teach the most students in the system.
 - We teach the most credits in the system.
- **First-Year Class Profile.** In Fall 2016, we adopted a new undergraduate admission standard. The Fall 2020 entering class is the fifth one under these admission standards.
 - o The average HS class rank of the Fall 2019 NEF is 62.2%. This is up from 60.6%.
 - o The average HS GPA is 3.4 (stayed the same).
 - o Average ACT score is 22 (stayed the same).
 - o The percentage of the NEF class with a 3.5 HS GPA or better is 44%. This is up 2%.
 - o Students with a 24 or higher ACT represent 26% of the new First Year Class.
 - o We have 63 total NEF students with a 30+ ACT. That's up 13 students.

Graduate Enrollment.

Our graduate enrollment of 1,839 is our 12th largest. Under President Davenport, we have achieved all our largest graduate student enrollments in our 152-year history.

• International Enrollment.

- Our international enrollment continues to make a wonderful learning and cultural impact on our campus. We welcomed 194 new international students. We now enroll 1,172 international students from 96 different countries.
- o Top Sending Countries:

Nepal—120 Ethiopia--113 Saudi Arabia—112 Ivory Coast—97 South Korea—78