

**MINNESOTA STATE UNIVERSITY ASSOCIATION  
OF ADMINISTRATIVE AND SERVICE FACULTY MEET and CONFER NOTES  
Thursday, December 10, 2020 | 1:15-2:45 p.m.**

**Present: Henry Morris, Katie Hodgden, Debra Schulz, Steve Barrett, Melissa Iverson, David Jones, Shirley Murray, Mandy Weister, Steve Barrett, Liz Steinborn-Gourley, Matt Cecil, Rick Straka, Jennifer Velstos, Oscar Gonzalez, Marie Slotemaker, Lynn Akey, Mark Johnson, Jeff Pool, Richard Davenport, Brian Martensen, Megan Huetmaker, Kelly Meier**

**Meeting Chair –President Davenport**

**I. Information Items**

- A. Review of Notes- no changes
- B. MSUAASF President’s Report-
  - Good afternoon! It is December 2020 of Finals Week and it seems we have arrived again at another momentous occasion – the chance to congratulate & celebrate a new cohort of 1,796 students who will call themselves alums and lifelong members of the #MavFam. Despite the challenges, trials, and sacrifices this semester has brought, our graduate's success is also our own! I am so proud of every member of the #MavFam who helped to successfully get these students to the finish line. And of course, I send special appreciation to every ASF member who have played pivotal roles for countless students in helping them achieve one of their greatest Maverick Milestones: Graduation.
  - I have spent a fair amount of my report’s this semester naming these many points of pride and accomplishments of our local ASF members, and it is immensely rewarding for us to see them pay off – with the success of our students.
  - But for today’s report, I am going to zoom out and provide a pulse of ASF work at the state level and provide insight on some of our focus areas I have been involved in across the State Leadership in my work with other campus presidents & our state association President.
  - ASF Strategic Planning at State Level is currently in progress, recently completed a survey of all 7 campus memberships to help shape our future directions. A few topics included:
    - Barriers, Challenges, & Benefits
    - Best communication practices and preferences
    - Potential Investment areas include:
      - Leadership succession planning at state & campus level
      - Focus on membership at state & campus level
      - Statewide Grievance Officer position recruitment
      - Dissemination of Union information and education
      - Development of potential State ASF Board Communications Chair
  - Across the system, ASF Leadership State board has been working through multiple overpayments that have occurred at various institutions - conversations are happening about what might need to happen to mitigate this trend.
  - The ASF State Board filled our State Membership Chair with Tom Boyland from Metro and look forward to the leadership he will bring to this vital area of our organization
  - At the ASF State level we are engaging in conversations with our membership across the state as well as with Terri at the system office about how ASF can proactively participate and advance Equity 2030 goals.
  - New Teacher Education Workgroup across the state has garnered great interest, we have selected Lynn Mahlum from Minnesota State University, Moorhead to represent ASF on this new committee.

- As I hope is evident, there is so much good work being done across the state among ASF leadership, and I'm proud to have the privilege to play a part in advancing those goals.
  - And more locally our campus membership looks forward to participating in the President's Chili Cook-Off tomorrow!
  - And of course, many of our members will take advantage of the upcoming break to use their well-deserved annual leave to enjoy time with family and holidays, and we hope the same for you.
  - Thank you for your time and attention – I am happy to answer any questions you may have.
- C. MSU President's Report-Our meetings together with Mandy are very productive and we work together on a lot things and appreciate the report as accurate on what we work on.
- One change on the schedule—put Presidential Search Update as last item on the agenda.
  - M. Weister: would like to also reserve 10 min. for item II. E.
  - R. Davenport: You will be receiving e-mails from me and Chancellor on sending message over break. Be prepared for changes. We don't know which way everything will go from break. We hope everything goes well and that we don't have a pickup or an increase but will leave that to you to review.
    - Advising is critical. We are going to hear from Lynn Akey---want to single out MSUAASF an important contributor. There's a sense you don't get as much reinforcement and from a cabinet standpoint, we really sincerely appreciate what you do and we know you don't hear it often enough. Other groups, maintenance, late shift workers, they don't hear often enough how appreciated they are and it's not coming just from me but the entire administration and one way we will show our appreciation is the chilli feed off. Over 400 have signed up. Because it's late in the afternoon you will get a larger portion so you can go home and share it.
    - We are trying to create an environment where the students want to come back. It's not the greatest experience, we are doing the best we can, it's not we they thought it would be, same for faculty and staff. We are dealing with it and trying to deal with the disappointment; we are going to do whatever we can to address that given within the constraints from the pandemic. The president, cabinet---we are all aware. Student's feel like they are cheated. In some ways we agree, not at fault of University, just the environment. This group is getting an experience that no other students have experienced in last 100 years.
- D. Vice President Student Affairs & Enrollment Management Report- D. Jones
- Echo all the appreciation, I have a front row seat and see a lot of the work your great members do. From last summer to this fall we see the improvement and see it with increased enrollment.
  - Very successful fall with retention and new students: 14,775 students—up 3% overall and envy of system in state.
  - Spring semester—seeing some decline, down 3.5% (400 more students from last spring), new applications over 28% (when you boil how many confirmed enrollment---around 30 students). Looking at Fall 2021—every week seeing 1-1.5% improvement (1,295—some decline from last year). The reality is we operate under a time schedule that doesn't fit for students and families that doesn't fit for the pandemic.
  - Big focus this year on food and insecurity (Henry Morris and team will share later today) and also working closely David Cowan, starting this Friday 1-2 shuttle to ECHO food shelf, website and work with Karen Anderson on where and what would logistics look like to help students get to local grocery stores---put together a map to help students take advantage of resources.
- E. IT Update (Mark Johnson)
- **Next Gen Update:** good news is they have selected a vendor: WorkDay—a really advanced work planning enterprise system designed to work in the cloud. Very positive that it is a good product selected by MinnState. As they finish negotiations, they are seeing a significant delay and cost over run so see some changes in the timeline. Student implementation was going to be 2024 and now it will be 2027. WorkDay did not start with HigherEd in mind but they are evolving quickly. We will stop in 2023 to see how much WorkDay has advanced in student side of it, then understand our needs again and then create another project plan moving forward. Overall good news but some challenges with timing and cost. The student side of this project is coming later,

but a group of us are working with MinnState---it needs to be a student-centric based decision along the project based way.

- **FlexSync:** Quite a bit of demand. About 30 rooms identified to work on during winter break---of those, we have 16 done already so it is moving quickly. On a parallel plan, we are enhancing and updating training. Training on the website is available for over the break.
- **A lot of focus on Ask Stomper:** trying to transform the structure of how we support students. It's not just a technology solution, it's rethinking our student support, and deciding together how we will support our students. It started because of COVID but think it will be a differentiator of how needs are met for MSU, Mankato. We see us as transformational, many of you are part of pilot---42,000 interactions taken place so far so where this could go is amazing. Over 40% of those occurred during non-office hours. They want to see chatbots, videos, and just instant interactions.
- **Skype for Business is being retired**---if you have any questions or concerns get a hold of (me) Mark Johnson (Dec. 21<sup>st</sup>)
- **Multi-authentication**---helps keep down phishing attacks. The more we have that in place, the better---encourage all to get on it. It's a way to be sure that we as a group we do not get phished and have information shared.
- **Res. Halls have had challenges with new internet provider vendor**--- Planning substantial upgrades over break. Wi-Fi 6, individual connections in each room, etc. Part of issue in fall was waiting on equipment that is state of the art and advanced.
- **M. Weister**---with the 42,000 interactions in Ask Stomper---is there a capability of dividing where students are asking the questions?
- **M. Johnson**---don't know a lot of details, we have a lot of quantitative info. that I can share. It's a great question.
- **M. Weister**---as it develops it will be interesting to see what areas are actual hot-topics.

#### F. University Advising Update (Lynn Akey)

- University Advising Update:
  - From Jan. 2020---started with campus consultation on alignment of resources
  - A number of aspects we addressed and decided to prioritize

### From January 2020 Campus Consultation on Alignment of Advising

- Increase coherency of the student advising experience across the university.
- Address advising resource challenges consistently.
- Add advising resources to match student area of study demands and needs.
- Prioritize the allocation of academic advising resources to provide direct student academic advising and intervention services.
- Increase coordination of advising resources across colleges in support of student success.
- Further establish common advising practices across the university to improve efficiencies, communication, and transparency.

- Align Advising Reporting Structure
  - Supervision changes – March 2020
  - Director of University Advising Search and Hire – November 2020
- Transition Advising Functions
  - Cost centers established to account for advising activity – July 2020
  - Transition of salary and non-salary funds in alignment with reporting structure – October 2020
- Add Advising Resources
  - Address advising resource challenges consistently – September 2020
  - Prioritize academic advising resources to provide direct student academic advising and intervention services – November 2020
  - Add advising resources to match student area of study demands and needs – In Progress

## Goals

- Invest in distinctive student success approach: meaningful connections, coordinated support, demonstrating care, reducing individual barriers
- Bring down student to advisor loads/ratios
- Provide appropriate depth of advising resource

Area	Current Fall	Fall 2020	Fall 2020	Fall 2020	Investment Proposed	Professional	Fall 2020	Fall 2020	Fall 2020
	2020 Professional Advisor FTE (GA's as .50)	Professional Advisor FTE to College Count Total Ratio	Professional Advisor to New College Advisee Ratio	Professional Assigned to Assigned Advisee Total Ratio		Advisor FTE w Investment (GA's as .50)	Professional Advisor FTE to College Count Total Ratio	Professional Advisor to New College Advisee Ratio	Professional Assigned to Assigned Advisee Total Ratio
Pre-Nursing	1.5	440.67	196.67	440.67	1.00	2.5	264.40	118.00	264.40
Allied Health and Nursing	2.5	1025.60	197.20	368.00	1.00	3.5	732.57	140.86	262.86
Education	1.5	403.33	102.67	206.67	0.50	2	302.50	77.00	155.00
Undecided	1	409.00	302.00	409.00	1.00	2	409.00	151.00	204.50
Business	2	1112.00	232.50	398.50	1.00	3	741.33	155.00	265.67
Social Behavioral Sciences	2	954.50	199.00	117.00		2	954.50	199.00	117.00
Arts and Humanities	2	723.50	143.50	127.50		2	723.50	143.50	127.50
Science, Eng, and Tech	3.5	924.86	241.71	152.57		3.5	924.86	241.71	152.57

Reflects Social Work Adjustments

Data as of 10.2.2020

## Current work driven by Student Relations Coordinators

- Moving forward in a coordinated manner
- Establishing congruent required qualifications for professional academic advisors
- Collaborating to onboard and support advisors
- Monitoring and demonstrating the return on the investment
- Advancing work within the broader advising community

We know that the work goes beyond professional advising but this is a first step.

### G. HR Topics (Steve Barrett)

- Human Resources Vacancies- If you have questions or see any corrections please let me know
- Workplace Environment Investigations-Volume this entire academic year is lower, 7 so far (about half of what it has been last couple of years at this time), completed in about 20 days
- COVID-19 Leave, Accommodations-We are working with employees and supervisors to make teleworking arrangements while providing quality services. For Leave, MMB is strongly considering extending it, announcing around Dec. 18<sup>th</sup>. They will not make many substantial changes to the policy, keep it consistent, they want to see what the government does so we are consistent with their statutes.
- Overpayments that Mandy mentioned—have been tapped to help a small work group to clean that up which will start soon to help avoid this in the future with measures in place.
- R. Davenport: point of clarification because Presidents have been heavily involved. When we trace back the issues, where does the blame lie?
- S. Barrett: Entirely with the service center—missed some entries they should have caught. The campus entered correctly but the service center did not process.
- M. Weister—When I reviewed I noticed they were not simple, they were complex, it was more than 1 error. Lots of moments where communication made it harder to solve so great that work group is happening. We are not the only campus but we did have a significant number.

- R. Davenport—Steve’s operation has done a really great job. Presidents are holding hands on making this work to help make changes moving forward to help reduce future mistakes.

## II. Campus Pantry (Henry Morris/Kelly Meier/Megan Heutmaker)- Time at– 2:00 p.m.

- A. Bring you up to date on a project that the cabinet approved 2 weeks ago. Students have been having discussions about food insecurity which affects success and retention. We are bringing campus pantry onto campus. A lot of moving parts that need to happen to start on Spring semester. We will bring it up partially during this winter break.
- Kelly Meier---We have all been aware of this being an issue 2 years ago and research supports this—2/3<sup>rd</sup>s of population is needing food assistance in some kind and students of color, etc. are at a disadvantage to get access to resources. Less likely to stay, be involved, higher mental health concerns. Not confined to our campus. Across the U.S. 50% at Universities struggle with food insecurity. First year students had highest rates of hunger need and decreased performance results.
    - A lot of people have jumped into help; a collaborative effort with Kearney International, student Government but others helping such as IFO, AFSCME. Classes next semester also implementing projects to help with infrastructure.
    - We will also be a resource to develop relationships and inform them of other helpful services.
  - M. Huetmaker-- Over the break, announced via email, food distribution coming up next Monday and every Monday over the break. From noon-2 in CSU 269- Multicultural Center. Have spread the message far and wide. A lot of food services shut down so trying to be one of many places to help. Bus every Friday going to ECHO food shelf, Campus Cupboard still open. For the larger space during spring—plan is to be open, complimentary to campus cupboard who has stepped up to be a leader so working collaboration and partnership with them. They are open 2 days a week Tuesdays and Thursdays so we would be open Monday, Wed. and Fridays to reach and help as many students as possible.
  - M. Iverson-I think this is wonderful how fast this has come together. As I look at Mandy’s background---we do the union food drive that we utilize such opportunities to help support our local on campus services.
  - R. Davenport—we are learning from past experiences: last year as students were going home, we witnessed first-hand that we struggled to meet all their needs so thanks to the efforts of Henry and his team we are addressing that this year.

## III. Discussion Items

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

- Tracking and sharing COVID-19 data, Plans for Spring Semester, Office availability after December 14<sup>th</sup>. Winter Break Campus Services and Availability (Matt Cecil & Lynn Akey)
- M. Cecil—We have been trying to keep track of guidance from MDH, they finally released updates this week and after sifting through with help of Lynn Akey to understand the implications of the guidance, essentially our plans do not change.
- L. Akey—officially kicks off next week for winter break so with that, many students will leave campus, but we will still have students with us. We will be limiting public access to our buildings Dec. 14<sup>th</sup>-Jan. 4<sup>th</sup>. Locking all but Union, WA, ML, and Carkoski Commons—open hours. Closed on Dec. 24<sup>th</sup>, 25<sup>th</sup>, 30<sup>th</sup> and Jan. 1<sup>st</sup>
  - Jan. 4<sup>th</sup> things will start to pick back up. Encouraging students to return back between Jan. 8<sup>th</sup>-11<sup>th</sup>. Classes start Jan. 11<sup>th</sup> but expect resuming greater operations based on covid-19 status. We are currently orange/deep-orange which means majority of services will be remotely, hy-flex, online/etc, in person as needed. As we are doing that, we are encouraging members of community to lay low and test. Follow at least 10-14 days. Also encouraging testing as we have all along before returning back or within 3-5 days after returning. Take advantage of the many local testing services. Plan to resume the asymptomatic testing we had this fall. Still about a month away. We know health officials and government officials will continue to monitor and plans can change but these are our plans based on information we have today.

- M. Iverson—last semester there was a specific date faculty needed to reach out to students regarding hy-flex plans. Are we doing the same thing?
- L. Akey- When we started the fall we relied on faculty communication regarding their plans. Expect we will rely on that again. Many students have delayed their plans as they wait for communications—watching world-wide, etc. We expect there will be parents and students needing information to make more decisions with their engagement and enrollment as we get closer to spring semester.
- M. Cecil –in addition to faculty communication, there will be classes and experiences like clinicals, labs, etc. that will be still happening on campus and we will work hard to make sure they have the right message on it. If anyone has ideas, feel free to let us know. If you recall the week before Thanksgiving looked just like this and we have been through that.
- M. Iverson---Students will start to completely ignore their e-mails so how do we communicate these mass messages when they may not check things consistently because they may not check it until the night before classes start? It may be helpful to have a specific dates identified to them so they know when they need to look. Something we should be thinking about.

B. Budget (Rick Straka)-

- Good news: deficit is significantly less than projected last summer. So = \$1.4 Million deficit for us. Can't say for sure that is where we will end up. Depends on other factors. We will still hear board discussions on tuition costs and what people can afford. Those on lower end of socioeconomic scale are still struggling so how much of an increase can we really ask for. Right now we have enrollment changes, we had an outstanding fall but we are about 30 days out from spring enrollment and we have opposite news. Not data on plans not planning to but many are waiting to hear and decide. Down about 400 students –normally at 83% we are at 79%. So where does that stand compare to peers? St. Cloud is down 18%, others are down double digits. Even at 4% we are still in a better place than sister institutions. I will give you an update in Jan. and that will really give us a better idea of where we are. Still with all the factors involved, it may not be unlikely to see a defunding in budget. Historically higher ed. has been involved in helping the state balance their budget by taking cuts.
- The expenses won't come in as linear and forward, it will be more likely to have middle heavy that will result on short term temporary loans.
- S. Barrett--- question on green sheet –any chance they will ask the institutions to chip in to balance?
- R. Straka-- yes, there will need to be conversations over the year about how to take care of the balance. Likely a conversation about collaboration funds.
- R. Straka—they get raises, they have staff, there is a statutory budget frozen for the central budget. There is a mathematical reason why the only way they can pay for raises for staff is through collaboration funds.
- R. Davenport—if we continue to be successful, grow and be flagship University ---we end up paying more of the cost of next gen. Take the good with the bad.

Minnesota State University, Mankato		
November 2020 State Budget Forecast		
Projected Deficit Impact on State Appropriation		
FY22-23 Projected Deficit		\$ (1,273,000)
Projected State Budgeted Expenses		\$ 51,110,000
Deficit Percent of State Budget		-2.49%
FY21 Appropriation - Mankato		\$ 57,106,839
Deficit Percent of State Budget		-2.49%
Pro Rata Reduction in State Approp.		\$ (1,422,364)
Other factors to Still Consider:		
1. Inflation (Compensation)		
2. Tuition Increase		
3. Enrollment Changes		

	FY18	FY19	FY20	FY21	FY22	FY23	FY24	FY25	FY26	Total FY18-25
State Appropriation	\$ 4,000,000	\$ 4,000,000	\$ 8,000,000	\$ 8,000,000	\$ 8,000,000	\$ 8,000,000	\$ 8,000,000	\$ 8,000,000	\$ 8,000,000	\$ 64,000,000
MinnState Internal		\$ 8,000,000	\$ 12,500,000	\$ 12,500,000	\$ 12,500,000	\$ 12,500,000	\$ 12,500,000	\$ 12,500,000	\$ 12,500,000	\$ 95,500,000
Green Sheet Reallocation							\$ 4,600,000	\$ 4,600,000	\$ 4,600,000	\$ 13,800,000
Total										\$ 173,300,000
Mankato Share		\$ 670,914	\$ 1,026,000	\$ 1,026,000	\$ 1,026,000	\$ 1,026,000	\$ 1,026,000	\$ 1,026,000	\$ 1,026,000	\$ 7,852,914
		FY27	FY28	FY29	FY30	FY31	FY32			Revised Total
State Appropriation		\$ 8,000,000								\$ 72,000,000
MinnState Internal		\$ 12,500,000	\$ 12,500,000	\$ 8,800,000						\$ 129,300,000
Green Sheet Reallocation		\$ 4,600,000	\$ 4,600,000	\$ 4,600,000	\$ 4,600,000	\$ 4,600,000	\$ 4,600,000			\$ 41,400,000
Total										\$ 242,700,000
Mankato Share		\$ 1,026,000	\$ 1,026,000	\$ 722,304						\$ 10,627,218

C. Search patterns and hiring practices (MSUAASF)

- M. Weister—we have noticed some alterations to past processes and we just want to have an open conversation

S. Murray— We want to bring up an increase in filling permanent or probationary ASF positions, particularly some positions at D and E ranges, without going through normally established search processes. There are three recent examples we would site – Director within the Registrar’s area, Director of Center for Education Abroad and Away, and now we are informed of intention to do this with an Associate Registrar. We want to be clear that our concern is not about the members or employees in those roles, but in foregoing an established process of opening these probationary/permanent opportunities up to all who are interested – both internally and externally. From the perspective of our current members, this is one of the only opportunities for advancement into the relatively small number of upper range positions. From a broader perspective, this speaks to the need to draw from a broad pool in order to continue to get the best candidates. This is also reflected in EEO training and in the goals of Equity 2030 of Workforce and Talent Diversity and emphasized in all search training processes.

In my role as steward, I have received feedback from members, some of whom would have brought different diversity to these positions, who wanted an opportunity to apply and be considered, but could not because there was no open search.

While hiring without a search is not prohibited by our contract, our institution has a longstanding past practice of opening opportunities to all qualified candidates through the search process. It assures equal access to opportunities and supports our institutional goals. We also have an agreement to honor past practice and to consult when administrative action varies from established practices. We doubt if our sister bargaining units would find this practice acceptable, and we are very concerned about why it is a continuing pattern even after concerns have been raised through the appropriate chain of authority.

Our request is that management reconsider and stop the use of this practice and when you feel exceptions need to be considered, that you use the consultation process and not merely cc our President on a decision that has already apparently been made.

Thank you.

- R. Davenport—thank you, Shirley well stated, and Mandy you and I have had conversation. In my discussions, we have had pretty involved interactions and discussions about shared governance—everyone is on board. So where did we miss the boat if we missed the boat. We have all been here long enough to know when we are all informed and we want to be a part of the conversation. Cabinet do we have thoughts on where we think we might have missed the boat?
- M. Cecil—agree everything with the president said. Consultation is our campus Ethos. Want to call on Lynn as she has thought very carefully about these positions as they are within this division.

- L. Akey—we have had several conversations and don't need to repeat particulars. We are all committed to shared governance and there are times when we have different roles and understand ASF interest to seek advancement and roles and limited options and know that that's why over time we have adopted search processes that are outside what is required, such as interim, while also balancing our roles as leaders on campus to make best decision to provide best experiences for students. Very much doing our best to serve our institution from our role and see it as a difference in roles.
- S. Murray—because we can't seem to come to a resolution, we have talked with our state ASF president who is also concerned also at the system level—labor relations. This is an unusual situation we want to come to something beyond than to simply say we have differences—that is not an acceptable resolution for us.
- R. Davenport—keep the channels of communication open. We are going to do everything we can during this crisis. That was the goal to keep the family together. As we negotiate these different positions, sometimes if we follow the prescribed process, we stand to lose people, just in the process. We have tried to protect our staff, to provide them a job, if we make a particular move, we don't want to inadvertently knock someone out of the job. We do have the contracts, if there is a way that we can save some people positions, we want to go ahead and do that maybe that's part of the problem here. We have 2 conflicting goals: 1 is to save as many as we can and 2 to follow our prescribed contract; it is a balancing goal for myself.
- H. Morris-- Can I ask a question: It isn't an external person, it is an already current ASF person. Is it just that you would like more ASF to have an opportunity?
- S. Murray—we would like current processes to be followed so that people interested can have an opportunity.
- M. Weister—Going through the training for a diverse pool, it was a stark contrast on what I was being trained to do on a search when reassignment is happening. We are not advocating for positions to get cut. We are not getting perhaps full explanation or prior consultation on when we are not going to follow those practices. We have seen a mix. There are some goals we have that we have missed out on by just assigning someone to that role instead of opening it up.
- R. Davenport—I don't think we are in disagreement—let's follow up on this. Easiest is to follow the contract to a T but knowing that it can put our members at risk.

D. Presidential Search Update (Steve Barrett)—Search committee met earlier this week. Jan. 11<sup>th</sup> and 12<sup>th</sup> to meet in which the advisory committee will review and make finalist recommendations and plans to Board of Trustees. BOT will meet in March to select. Assuming we stick to the schedule, we should know by mid-March. If you have any questions, we do have a Presidential Search website with timeline, committee members, etc. If you do have any questions you can ask me or chief of staff, Sheri Sargent if you have any questions.

**FY21 MSUAASF Meet & Confer**

February 4, 2021

March 4, 2021

April 1, 2021

May 6, 2021