

**MINNESOTA STATE UNIVERSITY ASSOCIATION
OF ADMINISTRATIVE AND SERVICE FACULTY MEET and CONFER**

Thursday, September 7, 2017

1:15-2:45 P.M.

CSU 203

AGENDA

Present: President Davenport, Sara Granberg-Rademacker, Bobby Fleischman, David Jones, Marilyn Wells, Henry Morris, Steve Barrett, Rick Straka, Jean Clarke, Jamie Van Boxel, Kristel Seth, Ramon Pinero, Rich Wheeler, Rachel Tanquist, Carolyn Nelson, Oscar Gonzalez, Melissa Iverson, Ramon Pinero, Tim Adams, Lynn Akey, Kasey Linde

Meeting Chair – Sara Granberg-Rademacker, MSUAASF President

I. Information Items

A. Review of Notes

- No changes noted. If changes are needed they can be recommended to the MSUAASF President.

B. MSU President's Report (R. Davenport)

- D. Malhotra is the new Interim Chancellor of Minnesota State. D. Malhotra has worked on campuses for almost his entire career and was the President at Metro State University until his retirement. D. Malhotra was called back from retirement to be Minnesota State's Chancellor until a permanent Chancellor is found.
- Chancellor Malhotra has already visited our campus 3 times. His reception across Minnesota State has been extremely positive and campuses are excited about his leadership. It is nice to have a Chancellor who knows what it's like to work on a campus.
- There will be a leadership retreat in Brainard on Monday and Tuesday (September 11th-12th) to finalize 3 or 4 goals Chancellor Malhotra wants to achieve. R. Davenport will share more on these at the next Meet and Confer.
- R. Davenport stressed at his university address that the biggest challenge to financial sustainability is student retention. Competition is tremendous to recruit every available student. R. Davenport voiced his concerns of continuing our high enrollment numbers with this level of competition.
- It is difficult to manage our budget with declining enrollment numbers and losing students.
- R. Davenport highlighted at convocation that retention needs to be a focus. We've got some huge financial problems ahead if we do not do a better job at retention. Our jobs depend on keeping students here and graduating them.
- Online learning one approach to increase student enrollment
- G. Zierdt with M. Wells kicking off new advising model this year to hopefully help bridge the graduation and retention gap.
- Underrepresented students are 10 percentage points behind white students to graduation and retention.
- Overall we are off to good start this school year. We have ideas and plan but we need to do it together.

C. MSUAASF President's Report (S. Granberg-Rademacker)

- S. Granberg-Rademacker thanked R. Davenport and the System Office for their leadership with DACA and Charlottesville. This speaks directly to our members' hearts, as students will be impacted.

- This is a busy time of year for our members. There have been lots of challenges with the transitions from salary to hourly. This transition changes how we look at student success. We now have to balance the amount of hours we work versus the work that needs to be done.
- Residential Life employees transitioning from salary to hourly during first week of classes was tumultuous.
- There are currently ongoing negotiations with the Systems Office.
- The MSUAASF Position Allocation Matrix has undergone significant changes. This year, we will be learning how to write position descriptions in accordance with these changes.
- Local MSUAASF is currently re-writing our constitution; specifically defining the roles of the MSUAASF board.
- We are currently looking at how the transition from salary to hourly impacts shared governance.

D. Vice President Student Affairs & Enrollment Management Report (D. Jones)

- For fall we are down 113 Full Year Equivalent.
 - 1.8% decline.
 - This breaks down to 101 First Year Students, 12 Graduate Students.
 - 10th largest first year class in Minnesota State Mankato's history.
- Bemidji and Metro State are the only two in the system that are up enrollment for this fall, everyone else is down enrollment.
 - This being said, we have increased our market share of credits taught across the system this year.
- Demographic curve of high school graduates in Minnesota.
 - 62500 high school graduates which is stable over time.
 - An increase to 29% underrepresented students in state demographics.
- There has been a shift in how we handle graduate applications.
 - Dean B. Reis, C. Mickle, and B. Jones were all on the team to spearhead this.
 - M. Wells and D. Jones worked behind the scenes on how to get this information into ISRS.
 - Provides efficiencies we haven't had before.
 - Graduate specific CRM to target prospective graduate students to enroll in the university.
 - This change will impact staff in our union.
 - D. Jones is excited about change.

II. Discussion Items

A. Budget (R. Straka)

- We will cover budgeting updates at the next Meet and Confer
- A piece of good news for MSUAASF members is that MMB changed employer health cost from 10% to 2.86%.

B. HR Topics (Steve Barrett)

- Human Resource Vacancies
 - If you have any questions on vacancies please send S. Barrett an email
 - The vacancy list will soon sort by category instead of position number. This is S. Barrett's first sweeping change since he became the HR Director. The list will say if a position is posted, posted and open, or sending offers to someone.
 - HR Team will be updated on this change shortly.
 - S. Granberg-Rademacker asked why there are different position numbers that list the same position. S. Barrett says that it can happen when someone leaves a position and we post it is then given a new position number. S. Barrett does not think that this is currently a logical process.

- FLSA
 - H. Morris asked how many people in our union have changed from exempt to non-exempt.
 - S. Barrett is not sure of exact numbers at this time but he will go back and look.
 - We are submitting positions in batches instead of all at once. A couple batches have come back.
 - One batch is on hold due to academic advisors.
 - Provision in FLSA says that advisors are exempt in certain situations.
 - System Office and university interpreting this provision differently. All 7 Universities think they should be exempt but the System Office disagrees.
 - Ongoing discussion. Stay tuned, hopefully more information will be available in October.
 - For the remaining positions, 10 batches are left to submit to office.
 - HR is drafting communications to all MSUAASF members and supervisors with a timeline for when their position will be submitted.
 - Once positions are sent to System Office we are unsure of their timelines but it can take anywhere from 2 weeks to 60 days.
 - All positions must be submitted by March 2018 so all decisions are made by June 2018.
 - Currently not submitting any more batches until the academic advisor issue is resolved.
 - Some byproducts of FLSA decisions:
 - Potential effect of salary v. hourly on shared governance and collaborative activities.
 - Example: search committees would be work hours.
 - May have to adjust work schedule and workload in regular job to accommodate both interests.
 - HR making a guidance document for how employees can continue to serve on committees and shared governance. Shared governance should not change just because someone becomes hourly. Shared governance is good and has been good for University.
 - S. Granberg-Rademacker stresses that MSUAASF does not have an agenda on who is hourly or salary. Members have mixed feeling across the board.
 - Changing to hourly changes the culture of how we do things.
 - More challenging way for how we do things.
 - S. Barrett states that the fair thing we can do to make sure that the law is applied fairly and properly. Other than the academic advisor positions conversations with System Office have been productive.

C. Introduction of Tim Adams, Military & Veteran Student Success Coordinator

- D. Jones introduced T. Adams to the MSUAASF Team
- T. Adams will be working 20 hours a week in the student activities area of CSU
 - T. Adams is military retiree with over 25 years of experience
 - There are over 600 veterans on campus that wanted more attention
- T. Adams helps to provide veterans with the best opportunity to succeed with academic and personal goals
 - T. Adams will help to build a sense of community, welcome them to Veterans Center, and help connect veterans with other veterans who understand them
 - T. Adams will make sure veterans are aware of resources that are available to them such as County, State, and Federal Programs
- Please refer any veteran students to T. Adams
 - T. Adams will be a point of contact if you have problem with student who is a veteran.

- Open house with Veteran's Affairs office coming soon. Come check out the center and get free food!
- T. Adams will also be reaching out to faculty/staff with success stories of our veteran students

D. Director of Scholarships Update (C. Nelson)

- C. Nelson's role at university has been formalized as the Director of Scholarships
 - C. Nelson will answer any questions with scholarship administration and works with departments to make sure scholarship information is available to students.
 - University Advancement still plays a significant role in scholarships.
- C. Nelson is establishing new online scholarship office
 - Website will be up in next couple of months
- Great Lakes Emergency Grant Program
 - Please spread the word of this grant to as many students as possible.
 - This is a \$420,000 grant for students who display an emergency need.
 - To be eligible students must be undergraduates, enrolled (full or part time), FAFSA eligible, and have an Expected Family Contribution (EFC) number of 7000 or less.
 - Students can only use this grant one time up to \$1000.
 - Students must meet with a grant advisor to be eligible. Advisors will help craft a successful application. Advisors will also discuss with the students how the bill occurred, how they got into the situation, and what can be done differently next time.
 - Students will need to complete the online application and provide supporting documentation to be considered.
 - Whether the application is approved or not approved, the Grant Advisor will meet with student again 1-2 weeks after the decision to discuss the future. The second meeting will focus on financial literacy and the student's general budget instead of the student's budget in crisis.
 - C. Nelson believes this program will make a retention impact through the advising connection since the advisor will be a point of contact for students on campus and refer the students to appropriate departments based on individual needs (ex. a student with mental health issues is connected to the counseling center)
 - So far: 70 inquiries in the first 2 weeks. 11 completed applications and 5 awards are out the door.
 - From time to application we only have 2 days to review their application and send the finances out to the vendor (we must pay the business directly).
 - Examples of financial emergencies so far are veterinary bills, car bills, eviction, medical/dental bills, etc.
 - This grant does not cover expected expenses, such as tuition. Student housing and meal plans can be paid for.
 - So far, 42 advisors are trained. Lots of participation from MSUAASF, IFO, and AFSCME.

E. Strategic Budget Planning (R. Straka/L. Akey)

- The strategic budget plan is to set up academic and nonacademic programs for investment, for maintenance, and for reduction.
- The University is looking at the reallocation of funds since we don't have the funds to maintain what we've been doing and invest in new ventures.
- L. Akey detailed the timeline of the plan (worksheet attached).
 - There are 4-5 stages of process.
 - We are currently in the Implementation phase.
 - We will be moving to data and information phase. Identify tracks that are appropriate for each program. Each Vice President will work with their respective non-academic programs for reclassification.
 - Looking at the completion of narratives will take up majority of fall term
 - The final categorization phase will happen later in fall term.

- The appeals process will happen in the spring.
- Final categorization will happen at the end of spring term.
- We will then evaluate process into next fall.
- Will re-review process every 4 years (next review will be 2020-2021).
- There will be opportunities for support in evaluating such as Q&A sessions and workshops.
- S. Granberg-Rademacker asked: What constitutes what a non-academic program is?
 - L. Akey replied that it is a non-award producing program (definition of what a program is will be up to the area's vice president)
 - R. Straka gave an example for how a division breaks down. For example: Student Financial Services, the Business Office, and Athletics are all distinct programs.
- 42-47 members part of party: bargaining units, meet and confer, etc.
- There will be evaluation groups to help with classification. A group would not judge program they're not related to. Each program would have 3-4 teams. Each team would evaluate 10-12 programs.
- Minnesota State budgeting process similar to this process.

F. Online Learning (L. Akey)

- P. Davenport asked cabinet to do early work to prepare a concept plan/audit capability for online learning.
 - L. Akey is coordinating this with all divisions.
- Purpose of audit to determine if we go forward with online programs, what are the obstacles? Can we go above the 50 or so we already have? Can we offer our programs to individuals outside of the University?
- Cover letter (attached) and executive level summary are attached. Full document located online.
 - The draft is a framework for the essential conversations we need to have about how we currently support our online programs and our ability to expand online learning in a sustainable way.
 - L. Akey stresses that this document is not a deep dive of every conversation we need to have about online learning (it is only 42 pages).
- Our online learning process is currently not a seamless student centered process.
 - We currently have approved 50 online programs (not the same as individual courses).
 - Online learning needs touch points with all levels of the University, ex. billing, veteran's affairs, etc.
 - Lots of departments doing work arounds, no process in place
 - M. Wells added that we need a clean list of what our online approved list is.
 - The Higher Learning Commission mentioned online is a place of improvement for our University.
- Cabinet developed objectives in 8 core areas (top of page 2 of the attachment)
 - The plan is to take the best practice models and test them with 1-2 programs.
 - L. Akey asks for input on the process. Did we miss something? Can we combine the 8 key components? Are some not relevant? Are the timelines reasonable?
 - S. Granberg-Rademacker suggests that we take this document back for our exec team to give feedback at a later time
- Minnesota State system is currently developing an online strategic plan and we would like to be on forefront of this.
- M. Wells and L. Akey are open to come to a general membership meeting to discuss further how we can serve online students and serve them well.
 - S. Granberg-Rademacker added that online learning needs the student success pieces that our members provide which part is of why we need more input.

G. University Strategic Directions, 2016-2021 (L. Akey)

- Handout Provided. The front side of the handout reviews the 6 strategic directions and the backside goes over the timeline.
- 6 task forces created to articulate goals and directions to move our 6 strategic directions forward.
 - We are currently at the implementation and action plan.
 - We are working to develop action plans for all 6 strategic directions
 - This is a way to measurably show how we're better in 2021 than 2017.
- Planning Sub Meet and Confer will still be highly involved in this process.

H. Learning Beyond the Classroom Pilot Update (MSUAASF)

- D. Jones reached out to E. Johnson and R. Dass for updates about a couple meetings the leadership team had across the summer
- Moving ahead with pilot for fall.
 - Currently finding student groups to help participate.
 - Non-credit bearing opportunity to attend events for a more global experience.
- M. Wells added that this is an extra endorsement on students' transcripts and not a barrier to graduation. This decision came out of the work from last spring.
- R. Dass and E. Johnson might be willing to present more at a future membership meeting.

I. Campus Climate Survey (H. Morris)

- 1 page executive summary (attached)
- 140 pages of results compiled from the spring term survey.
 - 1300 people took survey which is high reporting for survey like this.
 - Both outside and inside consultants wrote and implemented the survey.
 - Full results will be put online on the diversity webpage
 - H. Morris requested feedback to see if there something interesting that was missed from survey results that should be on executive summary.
 - The plan for the executive summary is to have an overview of 2-3 pages with charts and graphs to highlight the main points.
 - Please provide feedback before the next Meet and Confer.
- H. Morris stresses that this survey is just a snapshot. If we did this survey at a different point in time we could have had different responses.
 - Last survey we did was 15-16 years ago. The next survey will be much faster.
- H. Morris also cautions that we can't take the responses personally. We need to learn from it see what people think about things we're doing.
 - As a University, we need to find out where we are missing the boat and try to change it.
 - By and large most people were satisfied with the University, but there was a drop off in satisfaction for non-majority populations.
- This survey will help us see if our current Diversity Inclusion Plan is making a difference and it will help us write our next plan.
 - For example this survey shows where people feel unsafe on campus which we can share with security.
- Other ideas are focus groups with faculty and staff to see what we can do differently to fit their needs and multicultural programs for faculty and staff to help them work with a more diverse student population.

J. Space Utilization Study (R. Straka)

- Similar to Gage Towers, it will be cheaper to demolish Armstrong than to renovate it.
- The Board of Trustees will not approve new square feet.

- Due to our lowered space utilization, we are not going to get approved for 144000 new square feet to replace Armstrong.
- Our space utilization is lower this year because we built 2 buildings in last 6 years, we've had a slight decline of students, and we've had a shift of face to face to online.
- Our total square feet is 120 sq. per FYE. The next lowest Minnesota State school is 165 SQ per FYE.
 - R. Straka believes we shouldn't just look at academic space utilization but total space
- We are still asking for planning money in the 2020 bonding request.
- R. Davenport adds that we don't know who next governor is going to be which will play into whether our request is approved.

K. Minnesota State System: Update on DACA (R. Davenport)

- International enrollment numbers look really good for this year, but with the DACA program being withdrawn by Trump enrollment drops are a concern.
- R. Davenport will be drafting another DACA letter.
- R. Davenport believes that the courts will overturn decision. However, since we aren't sure students are left hanging.
- This could impact our international relationships if something isn't done.
- We will hear about steps we need to take to address these concerns at future meetings.

L. Campus Drive Changes (K. Linde standing in for K. Stanley)

- We have to align our work to retention since it is key.
- The general scholarship fund and the emergency grant will be promoted because these funds promote retention and give front line professionals way to make a difference.
- Campus Drive starting Sept 18-29th.
- There will be a Friday wrap up with a free breakfast to say thank you. You don't need to make gift to attend. The breakfast is so the University community can come together and celebrate what we do.
- K. Linde also mentions that you can give to these 2 areas and claim them on your taxes.
- R. Davenport emphasizes that many students drop out because they are a few hundred dollars short on funds. We could save lots of students we could save if we can just help them out since the financial aid office can't always assist in these situations
- K. Linde adds that if we can just save one student it's worth it.

FY18 Meeting Dates

October 5, 2017
 November 2, 2017
 December 7, 2017
 January 11, 2018
 February 1, 2018
 March 1, 2018
 April 5, 2018
 May 3, 2018



Meet Confer Vacancies

Wednesday, September 06, 2017

C_U	POSITION TITLE	PRF_no	WAIVER	POSITION	FUNDS	UND SOURC	3ARG UNIT	ITIONT	SEARCH STATUS	ISION_COLL	DEPARTMENT	ANK/RANG	FFEREE NAM	START DATE	AFF SPE
C	Dentist	AA17124		NEW	EXISTING	GENERAL	COMMS	INTMT	NOT YET STARTED	AA - CAHN	Dental Hygiene	Dentist			GB
C	Dentist	AA17126		NEW	EXISTING	GENERAL	COMMS	INTMT	NOT YET STARTED	AA - CAHN	Dental Hygiene	Dentist			GB
C	Dentist	AA17127		NEW	EXISTING	GENERAL	COMMS	INTMT	NOT YET STARTED	AA - CAHN	Dental Hygiene	Dentist			GB
C	Dentist	AA17128		NEW	EXISTING	GENERAL	COMMS	INTMT	NOT YET STARTED	AA - CAHN	Dental Hygiene	Dentist			GB
C	Dentist	AA17129		NEW	EXISTING	GENERAL	COMMS	INTMT	NOT YET STARTED	AA - CAHN	Dental Hygiene	Dentist			GB
C	Dentist	AA17130		NEW	EXISTING	GENERAL	COMMS	INTMT	NOT YET STARTED	AA - CAHN	Dental Hygiene	Dentist			GB
C	Dentist	AA17131		NEW	EXISTING	GENERAL	COMMS	INTMT	NOT YET STARTED	AA - CAHN	Dental Hygiene	Dentist			GB
C	Dentist	AA17132		NEW	EXISTING	GENERAL	COMMS	INTMT	NOT YET STARTED	AA - CAHN	Dental Hygiene	Dentist			GB
C	Dentist	AA17170		EXISTING	EXISTING	NON-GEN	COMMS	INTMT	NOT YET STARTED	AA - CAHN	Dental Hygiene	Dentist			GB
C	Research Analyst / Intermediate / Research Database Developer	AA17201		NEW	EXISTING	NON-GEN	MAPE	UNLIM	NO LONGER BEING FILLED	AA - CSBS	Anthropology	Research Analyst Int.			MM
C	Dental Hygienist	AA17206		NEW	EXISTING	NON-GEN	COMMS	INTMT	Not yet started	AA - CAHN	Dental Hygiene	Hygienist			GB
C	Dental Hygienist	AA17207		NEW	EXISTING	NON-GEN	COMMS	INTMT	Not yet started	AA - CAHN	Dental Hygiene	Hygienist			GB
C	Dental Hygienist	AA17208		NEW	EXISTING	NON-GEN	COMMS	INTMT	Not yet started	AA - CAHN	Dental Hygiene	Hygienist			GB
C	Dental Hygienist	AA17209		NEW	EXISTING	NON-GEN	COMMS	INTMT	Not yet started	AA - CAHN	Dental Hygiene	Hygienist			GB
C	Grants Specialist	AA17210		NEW	EXISTING	NON-GEN	MAPE	UNLIM	HIRED	AA	Research and Sponsored Programs	Grants Spec.	Anne Ludvik	8/10/2017	MM

C_U	POSITION TITLE	PRF_no	WAIVER	POSITION	FUNDS	UND SOURC	3ARG UNL	ATTION T	SEARCH STATUS	ISION_COLL	DEPARTMENT	ANK/RANG	FFEREE NAM	START DATE	AFF SPE
C	ITS 4 / Project Manager	AA17213		NEW	EXISTING	NON-GEN	MAPE	UNLIM	FINALISTS SELECTED	AA	PALS	ITS 4			MM
C	Director of College Operations	AA18079		EXISTING	EXISTING	GENERAL	MANGRL	UNLIM	ADVERTISEMENT OPEN	AA - CSET	CSET Dean's Office	Admin. Officer			MM
C	Assistant Clinical Coordinator	AA18088		NEW	EXISTING	NON-GEN	AFSCME	UNLIM	HIRED	AA - CAHN	Dental hygiene	OAS	Tami Jackson	8/7/2017	GB
C	Administrative Assistant	AA18100		EXISTING	EXISTING	NON-GEN	AFSCME	UNLIM	POSITION DRAFTED	AA	PALS	OAS INT			MM
C	Academic Programs & Information Analyst	AA18102		EXISTING	EXISTING	GENERAL	MAPE	UNLIM	INTERNAL BID STAGE	AA	Registrar's Office	MGMT ANAL 1			MM
C	OAS Intermediate	AA18103		EXISTING	EXISTING	GENERAL	AFSCME	UNLIM	HIRED	AA - CSBS	Psychology	OAS Int.	Cretia Welborn	8/14/2017	MM
C	Internship Assistant	AA18105		NEW	EXISTING	GENERAL	AFSCME	TEMP	HIRED	AA - COB	College of Business	OAS INT	Allison Brady	7/24/2017	GB
C	Business Partnership Assistant	AA18106		NEW	EXISTING	GENERAL	AFSCME	TEMP	HIRED	AA - COB	College of Business	OAS INT	Hannah Lee	7/17/2017	GB
C	Administrative Assistant	AA18107		EXISTING	EXISTING	GENERAL	AFSCME	UNLIM	HIRED	AA - CAHN	Speech, Hearing & Rehab Svcs.	OAS	Carol Reedstrom		GB
C	Administrative Assistant	AA18110		EXISTING	EXISTING	GENERAL	AFSCME	UNLIM	HIRED	AA - COE	Educational Leadership	OAS INT	Brittany Osmon	8/28/2017	MM
C	Office & Administrative Specialist Intermediate	AA18115		EXISTING	EXISTING	GENERAL	AFSCME	UNLIM	ADVERTISEMENT OPEN	AA - CSBS	History	OAS INT			MM
C	Research Analyst / Resource GIS and Monitoring Specialist	AA18118		EXISTING	EXISTING	GENERAL	MAPE	TEMP	ADVERTISEMENT OPEN	AA - CSET	Water Resources Center	RES ANYST			MM
C	Administrative Assistant	AA18123		EXISTING	EXISTING	GENERAL	AFSCME	UNLIM	ADVERTISEMENT OPEN	AA - COE	Counseling and Student Personnel	OAS INT			MM
C	Administrative Assistant	AA18124		EXISTING	EXISTING	GENERAL	AFSCME	INTMT	HIRED	AA - CAHN	Speech, Hearing & Rehab Services	OAS	Becky Fritz	8/14/2017	GB

C_U	POSITION TITLE	PRE_no	WAIVER	POSITION	FUNDS	UND SOURC	3ARG UNIF	ATION T	SEARCH STATUS	ISION_COLL	DEPARTMENT	ANK/RANG	FFEREE NAM	START DATE	AFF SPE
C	Office & Administrative Specialist Intermediate	AA18125		EXISTING G	EXISTING	GENERAL	AFSCME	UNLIM	INTERNAL BID STAGE	AA - CSBS	Geography	OAS INT			MM
C	Graduation Evaluator	AA18127		EXISTING G	EXISTING	GENERAL	AFSCME	UNLIM	INTERNAL BID STAGE	AA	Registrar's Office	OAS SR	Mathew Saucedo	8/9/2017	MM
C	General Maintenance Worker	FA17090		EXISTING G	EXISTING	GENERAL	AFSCME	UNLIM	HIRED	FA	Building Services	GMW	Shirin Butler	6/5/2017	MM
C	General Maintenance Worker	FA17095		EXISTING G	EXISTING	GENERAL	AFSCME	TEMP	HIRED	FA	Building Services	GMW	Shirin Butler	6/5/2017	MM
C	Engineering Specialist / Project Manager	FA17099		EXISTING G	EXISTING	GENERAL	MGEC	UNLIM	OFFEREE APPROVED	FA	Planning and Construction	Eng. Spec.			MM
C	General Maintenance Worker	FA17101		EXISTING G	EXISTING	GENERAL	AFSCME	UNLIM	HIRED	FA	Building Services	GMW	Raven Clark	6/14/2017	MM
C	OAS Intermediate / Contracts Assistant	FA17104		EXISTING G	EXISTING	GENERAL	AFSCME	UNLIM	HIRED	FA	Finance & Admin. VP Office	OAS, Int.	Jake Flo	6/26/2017	MM
C	Automobile Driver	FA17105		EXISTING G	EXISTING	GENERAL	AFSCME	UNLIM	HIRED	FA	Delivery & Receiving	Automobile Driver	Lyle Gahler	8/9/2017	MM
C	Automobile Driver	FA17108		EXISTING G	EXISTING	GENERAL	AFSCME	UNLIM	HIRED	FA	Facilities Services	Automobile Driver	Brandy Sellner	6/22/2017	MM
C	Office & Administrative Specialist, Intermediate	FA17109		EXISTING G	EXISTING	GENERAL	AFSCME	UNLIM	HIRED	FA	Student Financial Services	OAS Int	Catherine Smith	6/28/2017	MM
C	General Maintenance Worker	FA17112		EXISTING G	EXISTING	GENERAL	AFSCME	UNLIM	HIRED	FA	Building Services	GMW	Shirin Butler	7/24/2017	MM
C	General Maintenance Worker	FA17113		EXISTING G	EXISTING	GENERAL	AFSCME	UNLIM	HIRED	FA	Building Services	GMW	Mitchell Laven	8/31/2017	MM
C	General Maintenance Worker	FA17114		EXISTING G	EXISTING	GENERAL	AFSCME	UNLIM	HIRED	FA	Building Services	GMW	DAVID DEYONGE	7/25/2017	MM

C_U	POSITION TITLE	PRF_no	WAIVER	POSITION	FUNDS	UND SOURC	ARG UNF	ITION T	SEARCH STATUS	ISION_COLL	DEPARTMENT	ANK/RANG	FFEREE NAM	START DATE	AFF SPE
C	Groundskeeper Intermediate	FA17115		EXISTIN G	EXISTING	GENERAL	AFSCME	UNLIM	HIRED	FA	Physical Plant - Grounds	Grdskpr	Christopher Lattimore	6/14/2017	MM
C	General Maintenance Worker	FA17116		EXISTIN G	EXISTING	GENERAL	AFSCME	TEMP	HIRED	FA	Building Services	GMW	Mitchell Laven	7/6/2017	MM
C	General Maintenance Worker	FA17117		EXISTIN G	EXISTING	GENERAL	AFSCME	TEMP	HIRED	FA	Building Services	GMW	Valerie Fleming	7/12/2017	MM
C	General Maintenance Worker	FA17118		EXISTIN G	EXISTING	GENERAL	AFSCME	TEMP	HIRED	FA	Building Services	GMW	Caleb Davis	7/12/2017	MM
C	General Maintenance Worker	FA17119		EXISTIN G	EXISTING	GENERAL	AFSCME	TEMP	Not yet started	FA	Building Services	GMW			MM
C	General Maintenance Worker	FA17120		EXISTIN G	EXISTING	GENERAL	AFSCME	TEMP	HIRED	FA	Building Services	GMW	Joseph Fuller	8/9/2017	MM
C	Groundskeeper Intermediate	FA18015		EXISTIN G	EXISTING	BOTH	AFSCME	SEAS	FINALISTS SELECTED	FA	Physical Plant - Grounds	Grdskpr			MM
C	General Maintenance Worker	FA18017		EXISTIN G	EXISTING	GENERAL	AFSCME	TEMP	HIRED	FA	Building Services	GMW	Guy Curtis	9/11/2017	MM
C	General Maintenance Worker	FA18018		EXISTIN G	EXISTING	GENERAL	AFSCME	TEMP	Not yet started	FA	Building Services	GMW			MM
C	General Maintenance Worker	FA18019		EXISTIN G	EXISTING	GENERAL	AFSCME	TEMP	Not yet started	FA	Building Services	GMW			MM
C	General Maintenance Worker	FA18020		EXISTIN G	EXISTING	GENERAL	AFSCME	TEMP	Not yet started	FA	Building Services	GMW			MM
C	General Maintenance Worker	FA18021		EXISTIN G	EXISTING	GENERAL	AFSCME	TEMP	Not yet started	FA	Building Services	GMW			MM
C	Computer Store Technical Specialist	IT17001		EXISTIN G	EXISTING	NON-GEN	MAPE	UNLIM	ON HOLD	ITS	Campus Computer Store	ITS 1			GB
C	Desktop Software Manager	IT17002		EXISTIN G	EXISTING	GENERAL	MAPE	UNLIM	FINALISTS SELECTED	ITS	Academic Technology	ITS 3			GB

C_U	POSITION TITLE	PRF_NO	WAIVER	POSITION	FUNDS	UND SOURC	3ARG UNIT	ATION T	SEARCH STATUS	ISION_COLL	DEPARTMENT	ANK/RANG	IFEREE NAM	START DATE	AFF SPE
C	ITS 3 / Instructional Technologist	IT17005		EXISTING G	EXISTING	GENERAL	MAPE	UNLIM	Not yet started	ITS	Academic Technology	ITS 3			GB
C	Systems Supervisor/ACIO	IT17007		EXISTING G	EXISTING	GENERAL	MAPE	UNLIM	ON HOLD	ITS	IT Solutions	Systems Supervisor			GB
C	Desktop and Lab Software Manager	IT17008		EXISTING G	EXISTING	GENERAL	MAPE	UNLIM	FINALISTS SELECTED	ITS	Academic Technology	ITS 3			GB
C	Data Warehouse/Data base Developer	IT18001		NEW	EXISTING	GENERAL	MAPE	UNLIM	Not yet started	ITS	Application Development	ITS 4			GB
C	Data Warehouse/Data base Developer	IT18002		EXISTING G	EXISTING	GENERAL	AFSCME	UNLIM	INTERNAL BID STAGE	ITS	Application Development	ITS 4			GB
C	Benefits Specialist	PO16007		EXISTING G	EXISTING	GENERAL	COMMS	TEMP	NOT YET STARTED	PO	Human Resources	HR Tech 2			MM
C	HR Specialist 2 / HR Generalist	PO17003		EXISTING G	EXISTING	GENERAL	COMMS	UNLIM	HIRED	PO	Human Resources	HR Spec 2	Philip Rumble	6/5/2017	GB
C	Equal Opportunity & Title IX Specialist	PO18000		EXISTING G	EXISTING	GENERAL	MAPE	TEMP	HIRED	PO	Equal Opportunity & Title IX	AAO2	Kimberly Phifer	8/14/2017	MM
C	General Maintenance Worker Lead	SA16041		EXISTING G	EXISTING	NON-GEN	AFSCME	TEMP	NOT YET STARTED	SA	Residential Life	GMW Lead			GB
C	General Maintenance Worker Lead	SA16042		EXISTING G	EXISTING	NON-GEN	AFSCME	TEMP	NOT YET STARTED	SA	Residential Life	GMW Lead			GB
C	Campus Security Officer	SA17035.5		EXISTING G	EXISTING	GENERAL	AFSCME	UNLIM	HIRED	SA	Residential Life	OAS Int	Megan Evers	7/5/2017	GB
C	Administrative Assistant	SA17040		EXISTING G	EXISTING	NON-GEN	AFSCME	UNLIM	HIRED	SA	Residential Life	OAS Int	Misty Como	8/16/2017	GB
C	General Maintenance Worker	SA17042		EXISTING G	EXISTING	NON-GEN	AFSCME	TEMP	Not yet started	SA	Residential Life	GMW			GB
C	General Maintenance Worker	SA17043		EXISTING G	EXISTING	NON-GEN	AFSCME	TEMP	Not yet started	SA	Residential Life	GMW			GB

C_U	POSITION TITLE	PRF_no	W/BAIVER	POSITION	FUNDS	UND SOURC	3ARG UNIT	ATIONT	SEARCH STATUS	ISION_COLL	DEPARTMENT	ANK/RANG	JFEREE NAM	START DATE	AFF SPE
												CSAS			
C	Central Services Admin Specialist / Asset Management Coordinator	SA17050		NEW	EXISTING	NON-GEN	AFSCME	INTMT	HIRED	SA	Residential Life		Ron Bagley	6/13/2017	GB
C	ITS-2: Residential Data Support Specialist	SA17052		NEW	EXISTING	NON-GEN	MAPE	UNLIM	FINALISTS SELECTED	SA	Residential Life	ITS 2			GB
C	General Maintenance Worker	SA17053		EXISTING	EXISTING	NON-GEN	AFSCME	TEMP	Not yet started	SA	Residential Life	GMW			GB
C	Front Desk Manager	SA17055		EXISTING	EXISTING	GENERAL	AFSCME	UNLIM	HIRED	SA	Career Development Center	OAS	Marie Lovetink	8/28/2017	GB
C	Technology & Information Specialist	SA18001		EXISTING	EXISTING	GENERAL	MAPE	TEMP	OFFEREE APPROVED	SA	Career Development Center	MGMT ANAL 2			GB
C	Asset Management Coordinator	SA18007		EXISTING	EXISTING	NON-GEN	AFSCME	TEMP	HIRED	SA	Residential Life	CSAS	Nichole Gjervold	7/17/2017	GB
C	Job Development & Recruitment Coordinator	SA18009		EXISTING	EXISTING	GENERAL	AFSCME	TEMP	HIRED	SA	Career Development Center	OAS, Sr.	Jaqueline Menke	8/29/2017	GB
C	Director, Small Business Development Center	SP17002		EXISTING	EXISTING	NON-GEN	MAPE	UNLIM	HIRED	SBERP	Small Business Development Center	SPA C	Michael Hahn	7/10/2017	GB
C	State Technical Assistant	SP17003		EXISTING	EXISTING	GENERAL	AFSCME	UNLIM	ON HOLD	SBERP	Continuing & Professional Education	TBD			GB
C	Accounting Officer Principal / Fiscal Analyst for Strategic Partnerships	SP17009		NEW	EXISTING	GENERAL	MAPE	UNLIM	HIRED	SBERP	Strategic Partnerships	AO Sr.	Amanda Eekhoff	8/28/2017	GB
C	Administrative Assistant	SP18001		EXISTING	EXISTING	NON-GEN	AFSCME	UNLIM	HIRED	SBERP	Continuing & Professional Education	OAS INT	Larane Wahlen	9/18/2017	GB
C	Radio/TV Program Coordinator	UA16007	YES	NEW	EXISTING	NON-GEN	MAPE	TEMP	FINALISTS SELECTED	UA	KMSU Radio	RADIO/TV			GB

C_U	POSITION TITLE	PRF_no	WAIVER	POSITION	FUNDS	UND SOURC	BARG UNIT	ATION T	SEARCH STATUS	ISION_COLL	DEPARTMENT	ANK/RANG	IFFEREE NAM	START DATE	AFF SPE
U	Laboratory Coordinator	AA17175		EXISTING G	EXISTING	GENERAL	ASF	PROB	HIRED	AA - CSET	Biological Sciences	C	Justin Burum	7/10/2017	MM
U	Director, African American Affairs	AA17179		EXISTING G	EXISTING	GENERAL	ASF	PROB	HIRED	AA	Multicultural Center	C	Kenneth Reid	8/1/2017	MM
U	Assistant Professor	AA17186		NEW	EXISTING	NON-GEN	IFO	FIXED TERM	HIRED	AA - CAHN	Nursing	ASST	Angela Sargent	5/30/2017	GB
U	Assistant Professor	AA17187		NEW	EXISTING	NON-GEN	IFO	FIXED TERM	FINALISTS SELECTED	AA - CAHN	Nursing	ASST			GB
U	Director, Asian American & Multicultural Affairs	AA17196		EXISTING G	EXISTING	GENERAL	ASF	PROB	HIRED	AA	Multicultural Center	C	Pao Yue	8/1/2017	MM
U	Interim Director of OASIS	AA17202	YES	EXISTING G	EXISTING	GENERAL	ASF	FIXED TERM	CALL OUT TO ASF	AA	OASIS	C			MM
U	Instructor	AA17214	YES	EXISTING G	EXISTING	GENERAL	IFO	FIXED TERM	HIRED	AA - CAH	English / Composition		Angela Duryee	8/22/2016	GB
U	Associate/Assistant Professor	AA18009		EXISTING G	EXISTING	GENERAL	IFO	PROB	HIRED	AA - CSET	Mechanical & Civil Engineering	ASSOC / ASST	Mohammad Yamin	8/14/2017	MM
U	Field Practice Coordinator	AA18022		NEW	EXISTING	GENERAL	ASF	PROB	HIRED	AA - CSBS	Sociology and Corrections	B	Jessica McLaughlin	7/31/2017	MM
U	Director of Bachelor's of Science in Social Work (BSSW) Field Education	AA18026		NEW	EXISTING	GENERAL	ASF	PROB	HIRED	AA - CSBS	Social Work	C	Laura Benesch	8/14/2017	MM
U	Instructor	AA18030		EXISTING G	EXISTING	GENERAL	IFO	FIXED TERM	FAILED SEARCH	AA - CSET	Mathematics & Statistics	INSTR			MM
U	Instructor	AA18033		EXISTING G	EXISTING	GENERAL	IFO	FIXED TERM	HIRED	AA - CSET	Mathematics & Statistics	INSTR	Kyung Il Lee	8/14/2017	MM

C_U	POSITION TITLE	PRF_no	#AIVER	POSITION	FUNDS	UND SOURC	3ARG UNF	ATIONT	SEARCH STATUS	ISION_COLL	DEPARTMENT	ANK/RANG	FFEREE NAM	START DATE	AFF SPE
U	Assistant Professor	AA18037		EXISTING G	EXISTING	GENERAL	IFO	PROB	FAILED SEARCH	AA - COB	Management	ASST			GB
U	Assistant Professor	AA18038		EXISTING G	EXISTING	GENERAL	IFO	PROB	FAILED SEARCH	AA - COB	Accounting & Business Law	ASST			GB
U	Assistant Professor	AA18040		EXISTING G	EXISTING	GENERAL	IFO	FIXED TERM	HIRED	AA - CAHN	Dental Hygiene	ASST	Pamela Briese	8/14/2017	GB
U	Assistant Professor	AA18041		EXISTING G	EXISTING	GENERAL	IFO	PROB	HIRED	AA - CSBS	Sociology & Corrections	ASST	Tyler Vaughan	8/14/2017	MM
U	Costumer	AA18048		EXISTING G	EXISTING	NON-GEN	ASF	PROB	HIRED	AA - CAH	Theatre & Dance	B	Scott Anderson	8/14/2017	GB
U	Assistant Professor	AA18049		EXISTING G	EXISTING	GENERAL	IFO	FIXED TERM	HIRED	AA - CSET	Physics & Astronomy	Asst Prof	Maheshika Palliwadan a Arachige	8/14/2017	MM
U	Assistant Professor	AA18050		EXISTING G	EXISTING	GENERAL	IFO	PROB	HIRED	AA - CAHN	Health Science	Asst Prof	Emily Forsyth	8/14/2017	GB
U	MNCEME STEM Outreach Director	AA18051		EXISTING G	EXISTING	GENERAL	ASF	EXT FUNDED	HIRED	AA - CSET	MNCEME	C	Melissa Huppert	7/11/2017	MM
U	Assoc/Assistant Prof or Instructor	AA18053		EXISTING G	EXISTING	GENERAL	IFO	FIXED TERM	HIRED	AA - CSET	Automotive & Manufacturing Eng. Tech	ASSOC/ASST	Samuel Ertl	8/21/2017	MM
U	Program Coordinator	AA18055		EXISTING G	EXISTING	NON-GEN	ASF	PROB	HIRED	AA	Center for English Language Programs	B	Eric Wenninger	7/24/2017	MM
U	Instructor (Asst. Director of Forensics)	AA18056		EXISTING G	EXISTING	GENERAL	IFO	FIXED TERM	HIRED	AA - CAH	Communication Studies	Instr	Katie Brunner	8/14/2017	GB
U	Assistant Professor	AA18057	YES	NEW	EXISTING	NON-GEN	IFO	FIXED TERM	WORK EXPERIENCE COMPLETED	AA - CAHN	Nursing	Asst Prof			GB
U	Assistant Professor	AA18058		EXISTING G	EXISTING	GENERAL	IFO	FIXED TERM	HIRED	AA - CSBS	Gender & Women's Studies	Asst Prof	Jaime Madden	8/14/2017	MM

C_U	POSITION TITLE	PRF_no	W/BAIVER	POSITION	FUNDS	UND SOURC	ARG UNIT	ATION T	SEARCH STATUS	ISION_COLL	DEPARTMENT	ANK/RANG	FFEREE NAM	START DATE	AFF SPE
U	Recruitment & Retention Advisor	AA18059		EXISTIN G	EXISTING	GENERAL	ASF	PROB	NO LONGER BEING FILLED	AA	OASIS	B			MM
U	Assistant Professor	AA18060		EXISTIN G	EXISTING	NON-GEN	IFO	PROB	FAILED SEARCH	AA - CAHN	Dental Hygiene	Asst Prof			GB
U	Assistant Professor	AA18061		EXISTIN G	EXISTING	GENERAL	IFO	PROB	HIRED	AA - CAHN	Family Consumer Science	Asst Prof	Jae Min Lee	8/14/2017	GB
U	Director of Communication & Events	AA18064		EXISTIN G	EXISTING	GENERAL	ASF	PROB	HIRED	AA - COB	COB Dean's Office	C	Amy Linde	7/1/2017	GB
U	Assistant Director of Sponsored Programs	AA18065		EXISTIN G	EXISTING	NON-GEN	ASF	PROB	Not yet started	AA	International Student & Scholar Services	C			MM
U	International Student & Scholar Services Advisor	AA18067		EXISTIN G	EXISTING	GENERAL	ASF	PROB	FAILED SEARCH	AA	International Student & Scholar Services	C			MM
U	Assistant Professor/Instructor or	AA18068	YES	EXISTIN G	EXISTING	GENERAL	IFO	FIXED TERM	NO LONGER BEING FILLED	AA - CSET	Mechanical & Civil Engineering	ASST/Instr			MM
U	Assistant Professor	AA18070	YES	EXISTIN G	EXISTING	GENERAL	IFO	FIXED TERM	HIRED	AA - CAHN	School of Nursing	Asst. Prof.	Ashley Engebretson	8/14/2017	GB
U	Asst. Professor/Instructor or - Microbiologist	AA18072	YES	EXISTIN G	EXISTING	GENERAL	IFO	FIXED TERM	NO LONGER BEING FILLED	AA - CSET	Biological Sciences	ASST			MM
U	Instructor	AA18074		NEW	NEW	NON-GEN	IFO	FIXED TERM	Not yet started	AA - CAH	Philosophy	INSTR			GB
U	Instructor	AA18075	YES	EXISTIN G	EXISTING	GENERAL	IFO	FIXED TERM	HIRED	AA - CSET	Chemistry & Geology	INSTR	Daniel Marell	8/14/2017	MM
U	Assistant Professor	AA18076		EXISTIN G	EXISTING	GENERAL	IFO	PROB	HIRED	AA - CAHN	Health Science	ASST	Charis Davidson	8/14/2017	GB

C_U	POSITION TITLE	PRF_no	WAIVER	POSITION	FUNDS	UND SOURC	3ARG UNIT	ATION T	SEARCH STATUS	ISION_COLL	DEPARTMENT	ANK/RANG	FFEREE NAM	START DATE	AFF SPE
U	Director of Communication & Endowment Programs	AA18077		NEW	EXISTING	NON-GEN	ASF	FIXED TERM	HIRED	AA - CAH	Arts & Humanities Dean's Office	B	Amber Power	9/12/2017	GB
U	Assistant Professor	AA18080	YES	EXISTING	EXISTING	GENERAL	IFO	FIXED TERM	FAILED SEARCH	AA - COE	K-12 & Secondary Programs	Asst Prof			MM
U	Librarian	AA18081	YES	EXISTING	EXISTING	GENERAL	IFO	FIXED TERM	HIRED	AA	Library Services	Instr	Lucas Mosher	8/14/2017	MM
U	Director, Academic Advising	AA18082		NEW	NEW	GENERAL	ASF	PROB	ADVERTISEMENT OPEN	AA	Undergraduate Education	E			MM
U	Assistant Professor	AA18083	YES	EXISTING	EXISTING	GENERAL	IFO	FIXED TERM	HIRED	AA - CAHN	Human Performance - Exercise Science	ASST PROF	Jeremy Frost	8/14/2017	GB
U	Director of Education Abroad and Away	AA18084		EXISTING	EXISTING	GENERAL	ASF	PROB	FINALISTS SELECTED	AA	Center for Education Abroad and Away	D			MM
U	Assistant Professor	AA18085	YES	EXISTING	EXISTING	GENERAL	IFO	FIXED TERM	HIRED	AA - CSBS	URSI	Asst Prof	Thomas Walkington	8/14/2017	MM
U	Research Professor	AA18087	YES	NEW	EXISTING	NON-GEN	IFO	EXT FUNDED	ON HOLD	AA - CSET	Integrated Engineering	Prof			MM
U	Assistant Professor	AA18090	YES	EXISTING	EXISTING	GENERAL	IFO	FIXED TERM	HIRED	AA - CSBS	Law Enforcement	Asst Prof	Carl Bock	8/14/2017	MM
U	Assistant Professor	AA18091	YES	EXISTING	EXISTING	GENERAL	IFO	FIXED TERM	HIRED	AA - CSBS	Social Work	Asst Prof	Tina Kilaberta	8/14/2017	MM
U	Assistant Professor / Instructor	AA18092		NEW	NEW	GENERAL	IFO	FIXED TERM	HIRED	AA - CSET	Computer Information Science	Asst Prof/Instr	David Clisbee	8/14/2017	MM

C_U	POSITION TITLE	PRF_NO	WAIVER	POSITION	FUNDS	UND SOURC	3ARG UNF	ATION T	SEARCH STATUS	ISION_COLL	DEPARTMENT	ANK/RANG	OFFEREE NAM	START DATE	AFF SPE
U	Assistant Professor	AA18093	YES	EXISTING G	EXISTING	GENERAL	GENERAL	IFO	FIXED TERM	HIRED	AA - COB	Accounting	Elizabeth Ahrens	8/14/2017	GB
U	Assistant Professor	AA18095	YES	EXISTING G	EXISTING	GENERAL	GENERAL	IFO	FIXED TERM	HIRED	AA - COB	Marketing/International Business	Kathy Richie	8/14/2017	GB
U	Assistant Professor	AA18096	YES	EXISTING G	EXISTING	GENERAL	GENERAL	IFO	FIXED TERM	HIRED	AA - COB	Accounting/Business Law	John Estall	8/14/2017	GB
U	Assistant Professor	AA18097	YES	EXISTING G	EXISTING	GENERAL	GENERAL	IFO	FIXED TERM	HIRED	AA - COB	Management	Yvonne Cariveau	8/14/2017	GB
U	Executive Director of PALS	AA18098		EXISTING G	EXISTING	NON-GEN	ADMIN	AT WILL	OFFEREE APPROVED		AA	PALS			MM
U	Interim Recruitment & Retention Advisor	AA18099	YES	EXISTING G	EXISTING	GENERAL	ASF	FIXED TERM	HIRED		AA	OASIS	Ann-Marie Swartz-Beckius	7/1/2017	MM
U	Assistant Professor	AA18101	YES	NEW	EXISTING	GENERAL	IFO	FIXED TERM	HIRED		AA - COE	Educational Stds: EEC	kristi Bergeson	8/14/2017	MM
U	Instructor	AA18104	YES	EXISTING G	EXISTING	GENERAL	IFO	FIXED TERM	HIRED		AA - CSET	Mathematics and Statistics	Michael Haskins	8/14/2017	MM
U	Interim Education Abroad Advisor	AA18108	YES	EXISTING G	EXISTING	GENERAL	ASF	FIXED TERM	HIRED		AA	Center for Education Abroad & Away	Xochitl Valencia	8/21/2017	MM
U	Assistant Professor	AA18109	YES	EXISTING G	EXISTING	GENERAL	IFO	FIXED TERM	HIRED		AA - COB	Management	Shane Bowyer	8/14/2017	GB
U	Head Teacher/Preschoo	AA18111		EXISTING G	EXISTING	GENERAL	ASF	PROB	OFFEREE APPROVED		AA - COE	The Children's House			MM

C_U	POSITION TITLE	PRE_no	WAIVER	POSITION	FUNDS	UND SOURC	3ARG UNF	ATION T	SEARCH STATUS	ISION_COLL	DEPARTMENT	ANK/RANG	FFEREE NAM	START DATE	AFF SPF
			YES	NEW	EXISTING	GENERAL	ASF	FIXED TERM	Not yet started	AA - CSET	Dean's Office	TBD			
U	Director of Communications and Events	AA18113	YES	NEW	EXISTING	GENERAL	ASF	FIXED TERM	Not yet started	AA - CSET	Dean's Office	TBD			MM
U	Interim Head Teacher/Preschool	AA18114	YES	NEW	EXISTING	GENERAL	ASF	FIXED TERM	HIRED	AA - COE	The Children's House	B	Sarah Hamilton	8/14/2017	MM
U	Associate / Assistant Professor	AA18116		NEW	EXISTING	GENERAL	IFO	PROB	Not yet started	AA - CSET	Automotive & Manufacturing Engineering Technology	ASSOC ASST PROF			MM
U	Director of MN Institute for Natural Resources, Agriculture and Land Stewardship	AA18117		NEW	NEW	GENERAL	ADMIN	AT WILL	ADVERTISEMENT OPEN	AA - CSET	MN Institute for Natural Resources, Agriculture and Land Stewardship (MINRALS)	7			MM
U	International Student & Scholar Services Advisor	AA18118		EXISTING	EXISTING	NON-GEN	ASF	PROB	Not yet started	AA	International Student & Scholar Services	B			MM
U	Assistant Professor	AA18120		EXISTING	EXISTING	NON-GEN	IFO	PROB	Not yet started	AA - CAHN	Dental Hygiene	ASST PROF			GB
U	Assistant Professor	AA18122	YES	EXISTING	EXISTING	GENERAL	IFO	FIXED TERM	WORK EXPERIENCE COMPLETED	AA - COE	Counseling & Student Personnel	ASST PROF			MM
U	Assistant Professor	AA19001		EXISTING	EXISTING	GENERAL	IFO	PROB	ADVERTISEMENT OPEN	AA - CSET	Chemistry and Geology	Asst Prof			MM
U	Associate / Assistant Professor	AA19002		EXISTING	EXISTING	GENERAL	IFO	PROB	ADVERTISEMENT OPEN	AA - COE	K-12 & Secondary Programs	Assoc/Asst Prof			MM
U	Associate / Assistant Professor	AA19004		EXISTING	EXISTING	GENERAL	IFO	PROB	ON HOLD	AA - CSET	Biological Sciences	ASSOC ASST PROF			MM
U	Assistant Professor	AA19005		EXISTING	EXISTING	GENERAL	IFO	PROB	Not yet started	AA - COB	Management	ASST PROF			GB
U	Assistant Professor	AA19006		EXISTING	EXISTING	GENERAL	IFO	PROB	Not yet started	AA - COB	Management	ASST PROF			GB

C_U	POSITION TITLE	PRF_no	WAIVER	POSITION	FUNDS	UND SOURC	3ARG UNIT	ITION T	SEARCH STATUS	ISION_COLL	DEPARTMENT	ANK/RANG	FFEREE NAM	START DATE	AFF SPE
U	Associate / Assistant Professor	AA19007		EXISTIN G	EXISTING	GENERAL	IFO	PROB	Not yet started	AA - CSET	Computer Information Science	ASSOC ASST PROF			MM
U	Associate / Assistant Professor	AA19008		EXISTIN G	EXISTING	GENERAL	IFO	PROB	Not yet started	AA - CSET	Computer Information Science	ASSOC ASST PROF			MM
U	Assistant Professor	AA19013		EXISTIN G	EXISTING	GENERAL	IFO	PROB	Not yet started	AA - CSET	Physics and Astronomy	ASST PROF			MM
U	Assistant Professor	AA19014		EXISTIN G	EXISTING	GENERAL	IFO	FIXED TERM	Not yet started	AA - CAH	Mass Media	ASST PROF			GB
U	Assistant Professor	AA19015		EXISTIN G	EXISTING	GENERAL	IFO	PROB	Not yet started	AA - CAH	Music	ASST PROF			GB
U	Assistant Professor	AA19016		EXISTIN G	EXISTING	GENERAL	IFO	PROB	Not yet started	AA - CAH	WLC/Spanish	ASST PROF			GB
U	Assistant Athletic Trainer	FA17081		EXISTIN G	EXISTING	GENERAL	ASF	PROB	HIRED	FA	Intercollegiate Athletics	B	Chad Brinkman	8/1/2017	MM
U	Head Mens & Womens Track Coach / Assistant Professor	FA17103		EXISTIN G	EXISTING	GENERAL	IFO	FIXED TERM	HIRED	FA	Intercollegiate Athletics	ASST PROF	Mike Turgeon	7/10/2017	MM
U	Assistant Athletic Director for Sport Operations	FA17106		EXISTIN G	EXISTING	GENERAL	ASF	PROB	HIRED	FA	Intercollegiate Athletics	B	Anthony Scherber	8/1/2017	MM
U	Assistant Football Coach (Offensive Line)	FA17111		EXISTIN G	EXISTING	GENERAL	IFO	FIXED TERM	HIRED	FA	Intercollegiate Athletics	INSTR	Collin Prosser	7/3/2017	MM
U	Men's Associate Head Basketball Coach / Assistant Professor	FA18000		EXISTIN G	EXISTING	GENERAL	IFO	FIXED TERM	HIRED	FA	Intercollegiate Athletics	ASST	Mike Schott	7/1/2017	MM
U	Women's Assistant Basketball Coach / Instructor	FA18001		EXISTIN G	EXISTING	GENERAL	IFO	FIXED TERM	HIRED	FA	Intercollegiate Athletics	INST	Ketty Paula	7/1/2017	MM

C_U	POSITION TITLE	PRF_no	W/VAIVER	POSITION	FUNDS	UND SOURC	3ARG UNIF	ATION T	SEARCH STATUS	ISION_COLL	DEPARTMENT	ANK/RANG	FFEREE NAM	START DATE	AFF SPE
				EXISTIN G	EXISTING	GENERAL	IFO	FIXED TERM	HIRED	FA	Intercollegiate Athletics	INST	Bryan Schmid	7/1/2017	MM
U	Assistant Football Coach / Instructor	FA18002		EXISTIN G	EXISTING	GENERAL	IFO	FIXED TERM	HIRED	FA	Intercollegiate Athletics	INST	Bryan Schmid	7/1/2017	MM
U	Men's Assistant Hockey Coach / Assistant Professor	FA18003		EXISTIN G	EXISTING	GENERAL	IFO	FIXED TERM	HIRED	FA	Intercollegiate Athletics	ASST	Darren Blue	7/1/2017	MM
U	Men's Assistant Hockey Coach / Assistant Professor	FA18004		EXISTIN G	EXISTING	GENERAL	IFO	FIXED TERM	HIRED	FA	Intercollegiate Athletics	ASST	Todd Knott	5/31/2017	MM
U	Women's Assistant Hockey Coach / Instructor	FA18005		EXISTIN G	EXISTING	GENERAL	IFO	FIXED TERM	HIRED	FA	Intercollegiate Athletics	INSTR	Jeff Giesen	7/1/2017	MM
U	Women's Assistant Soccer Coach / Instructor	FA18007		EXISTIN G	EXISTING	GENERAL	IFO	FIXED TERM	HIRED	FA	Intercollegiate Athletics	INSTR	Benjamin Jones	7/1/2017	MM
U	Men's Assistant Football & Track & Field Coach / Instructor	FA18008		EXISTIN G	EXISTING	GENERAL	IFO	FIXED TERM	NO LONGER BEING FILLED	FA	Intercollegiate Athletics	INSTR			MM
U	Women's Assistant Volleyball Coach / Instructor	FA18009		EXISTIN G	EXISTING	GENERAL	IFO	FIXED TERM	NO LONGER BEING FILLED	FA	Intercollegiate Athletics	INSTR			MM
U	Men's Assistant Wrestling Coach	FA18010		EXISTIN G	EXISTING	GENERAL	IFO	FIXED TERM	NO LONGER BEING FILLED	FA	Intercollegiate Athletics	INSTR			MM
U	Assistant Basketball Coach	FA18011	YES	EXISTIN G	EXISTING	GENERAL	IFO	FIXED TERM	HIRED	FA	Intercollegiate Athletics	INSTR	Patrick Garvin	7/12/2017	MM
U	Assistant Wrestling Coach	FA18012		EXISTIN G	EXISTING	GENERAL	IFO	FIXED TERM	REVIEWING APPLICATIONS	FA	Intercollegiate Athletics	INSTR			MM
U	Assistant Volleyball Coach	FA18013	YES	EXISTIN G	EXISTING	GENERAL	IFO	FIXED TERM	HIRED	FA	Intercollegiate Athletics	Instr	Allison Rice	7/24/2017	MM

C_U	POSITION TITLE	PRF_NO	#WAIVER	POSITION	FUNDS	UND SOURC	3ARG UNIV	ITIONT	SEARCH STATUS	ISION_COLL	DEPARTMENT	ANK/RANG	REFEREE NAM	START DATE	FAFF SPE
U	Director of Marketing & Community Engagement	FA18014		EXISTIN G	EXISTING	GENERAL	ASF	PROB	FINALISTS SELECTED	FA	Intercollegiate Athletics	C			MM
U	Assistant Track and Field Coach - Jumps/Multi	FA18016		NEW	EXISTING	BOTH	IFO	FIXED TERM	VERBAL OFFER EXTENDED	FA	Track and Field	Instr			MM
U	Interim Athletic Training Assistant	FA18022	YES	EXISTIN G	EXISTING	GENERAL	ASF	FIXED TERM	HIRED	FA	Intercollegiate Athletics	B	Beverly Gruenzner	8/30/2017	MM
U	Military & Veteran Student Success Coordinator	SA17012		NEW	NEW	GENERAL	ASF	FIXED TERM	HIRED	SA	Military & Veteran Student Success	B	Timothy Adams	6/5/2017	GB
U	Hall Director	SA17032		EXISTIN G	EXISTING	NON-GEN	ASF	PROB	HIRED	SA	Residential Life	B	Sarah Frazier	7/5/2017	GB
U	Assistant Director of Admissions	SA17047		EXISTIN G	EXISTING	GENERAL	ASF	PROB	HIRED	SA	Admissions	C	Oscar Gonzalez	6/26/2017	GB
U	Regional Admissions Officer	SA17048		EXISTIN G	EXISTING	GENERAL	ASF	PROB	HIRED	SA	Admissions	B	Mal See Yang	7/24/2017	GB
U	Admissions Officer	SA17049		EXISTIN G	EXISTING	GENERAL	ASF	PROB	HIRED	SA	Admissions	B	Riley Devenport	7/31/2017	GB
U	Admissions Officer	SA17051		EXISTIN G	EXISTING	GENERAL	ASF	PROB	HIRED	SA	Admissions	B	Rachel Hoehn	7/31/2017	GB
U	Interim Hall Director	SA18000	YES	EXISTIN G	EXISTING	NON-GEN	ASF	FIXED TERM	HIRED	SA	Residential Life	B	Kelly Allen	7/17/2017	GB
U	Interim Hall Director	SA18002	YES	EXISTIN G	EXISTING	NON-GEN	ASF	FIXED TERM	HIRED	SA	Residential Life	B	Daniel Vorwerk	8/3/2017	GB
U	Coordinator of Alcohol & Drug Sanction Education	SA18003		EXISTIN G	EXISTING	NON-GEN	ASF	PROB	REVIEWING APPLICATIONS	SA	Student Health Services	C			GB
U	Transfer Liaison	SA18006	YES	EXISTIN G	EXISTING	GENERAL	ASF	PROB	ADVERTISEMENT OPEN	SA	Admissions	B			GB

C_U	POSITION TITLE	PRF_no	WAIVER	POSITION	FUNDS	UND SOURC	3ARG UNIF	ATION T	SEARCH STATUS	ISION_COLL	DEPARTMENT	ANK/RANG	FFEREE NAM	START DATE	AFF SPE
U	Interim Program Advisor	SA18008	YES	EXISTIN G	EXISTING	NON-GEN	ASF	FIXED TERM	HIRED	SA	Residential Life	B	Frederick de Ruiter	8/15/2017	GB
U	Interim Admissions Officer	SA18010	YES	EXISTIN G	EXISTING	GENERAL	ASF	FIXED TERM	HIRED	SA	Admissions	B	Logan Campa	8/21/2017	GB
U	Physician	SA18011		EXISTIN G	EXISTING	NON-GEN	ASF	PROB	ADVERTISEMENT OPEN	SA	Student Health Services	E			GB
U	Industry Relations Director	SP17007		EXISTIN G	EXISTING	GENERAL	ASF	PROB	Not yet started	SBERP	University Extended Education - TCE	C			GB
U	Industry Relations Director	SP17008	YES	EXISTIN G	EXISTING	GENERAL	ASF	FIXED TERM	HIRED	SBERP	University Extended Education/TCE	C	Jared Hansen	6/22/2017	GB
U	Program Coordinator	SP17010		EXISTIN G	EXISTING	NON-GEN	ASF	PROB	HIRED	SBERP	Continuing & Professional Education	C	Tammy Bohke	7/17/2017	GB
U	Director of Development	UA17008		EXISTIN G	EXISTING	GENERAL	ASF	PROB	HIRED	UA	University Development	D	Greg Weis	6/12/2017	GB
U	Director of Development for College of Arts & Humanities	UA17010		EXISTIN G	EXISTING	GENERAL	ASF	PROB	WRITTEN OFFER EXTENDED	UA	University Development	D			GB
U	Director of Development, CAHN	UA17011		EXISTIN G	EXISTING	GENERAL	ASF	PROB	FAILED SEARCH	UA	Development	D			GB
U	Director of Development for COB	UA17013		EXISTIN G	EXISTING	GENERAL	ASF	PROB	FAILED SEARCH	UA	University Development	C			GB
U	Associate Director of Alumni Relations	UA17014		EXISTIN G	EXISTING	GENERAL	ASF	PROB	WRITTEN OFFER EXTENDED	UA	Alumni Relations	C		9/11/2017	GB
U	Director of Development, COB	UA18000		EXISTIN G	EXISTING	GENERAL	ASF	PROB	REVIEWING APPLICATIONS	UA	University Development	D			GB

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 MINNESOTA STATE UNIVERSITY MANKATO



Emergency Grant Program

Minnesota State University, Mankato, through a partnership with Great Lakes Higher Education Corporation, is pleased to offer a new Emergency Grant Program to current Minnesota State Mankato students.

What is an Emergency Grant?

Too often, financial emergencies spell the end of college for low-income students.

For many students, an unexpected car repair or a medical bill can mean the end of their college hopes. While typically not large expenses, they can be enough to put these students in a serious bind: stay in college or pay the bill. By quickly delivering small grants to students encountering unexpected expenses, Minnesota State University, Mankato helps more of these students stay in school and on track for degree completion.

2017-2019 Eligibility

Eligible students will:

- Be undergraduate, FAFSA eligible student with an Expected Family Contribution (EFC) of \$7,000 or less;
- Meet with a Grant Advisor to complete an Emergency Grant Application with expense documentation; AND
- Be enrolled during the semester funds are awarded.

Students may only benefit from an emergency grant award once.

Contact: Carolyn Nelson, Director of Scholarships, carolyn.nelson@mnsu.edu, 507-389-5889

www.mnsu.edu/emergencygrant



UNIVERSITY STRATEGIC DIRECTIONS, 2016 – 2021

<http://www.mnsu.edu/planning/strategicplan.html>

As Minnesota State University, Mankato nears its 150th year of existence, we stand on the threshold of a new era. We have reached this point because of our intense desire to go further by combining big ideas with real-world thinking to turn dreams into reality. As we plan for our future we must acknowledge what is happening in higher education today in the context of demographic changes, financial challenges and workforce needs, global issues, diversity and a multitude of forces impacting Minnesota, our country and our world.

Poised to become an even greater University, one that is not only an engine but a leader in generating solutions for the problems facing our state, nation and world, President Richard Davenport, identified six University Strategic Directions:

Enhancing Student Success and Completion

Minnesota State Mankato will uphold its value of being an innovative student centered learning community where students, both undergraduate and graduate, go farther than they thought possible. The Enhancing Student Success and Completion Task Force was charged to examine trends and changes, future implications, and effective ideas and strategies that will advance ongoing transformation of student success and completion for all students during the timeframe of the strategic plan.

Elevating Faculty Distinction and Academic Achievement

Minnesota State Mankato will uphold academic principles of teaching excellence and innovation, entrepreneurial thinking and innovation, and research, scholarly and creative activity, and areas of distinction within academic, research, and industry. The Elevating Distinction and Academic Achievement Task Force was charged to recognize, communicate, and promote national prestige and distinction among our faculty and academic degree programs, and to tell our story of faculty distinction and academic achievement, boldly and more often.

Expanding Regional and Global Impact

Minnesota State Mankato will expand its reach as a premier provider of effective undergraduate and graduate teaching, scholarship, and research in service to the state, the region, and the global community. The Expanding Regional and Global Impact Task Force was charged to examine the barriers, understand the factors for success, and identify strategies that will enable the University to dramatically increase its regional and global impact.

Leading Equity and Inclusive Excellence

Minnesota State Mankato will advance equity and inclusive excellence as an essential component of an active and engaged learning community. Diversity enhances the educational process, it fosters good citizenship, and develops strong communities. Diversity promotes economic prosperity as it prepares globally-oriented citizens who can compete successfully in an interconnected global economy. The Leading Equity and Inclusive Excellence Task Force was charged to identify strategies that will propel the University forward in its ability to lead and influence measurable progress in diversity, inclusion, and equity across the university, as well as being a beacon of change and hope throughout the community and region.

Advancing a Culture of Evidence and Innovative Organizational Designs

Minnesota State Mankato will establish a culture of evidence-based decision-making. The use of data to inform institutional strategy will advance innovative organizational designs that will heighten efficiency and effectiveness. When used effectively, data highlights areas of challenge, prioritizes efforts around what is working and what is not, and sets a direct, clear course toward sustainable institutional change that drives achievement. The Advancing a Culture of Evidence and Innovative Organizational Designs Task Force was charged to examine the barriers to rapidly advancing a culture of evidence at Minnesota State Mankato, recognize key factors for success, and identify strategies that will launch the University forward and establish it as a recognized leader in data utilization, data-informed strategy development and decision-making, and innovative organizational design.

Leveraging the Power of Partnerships and Collaboration

Minnesota State Mankato will increase the quantity and quality of internal and external partnerships and collaborations that will ignite big ideas with real world thinking. True to its mission, the University promotes learning in service to the state, the region, and the global community. This mission will be further heightened and sustained by enriching strategic partnerships and collaboration. The Leveraging the Power of Partnerships and Collaboration Task Force was charged to examine the barriers, understand the factors for success, and identify strategies that will advance the University forward and establish strategic value-added partnerships and collaborations.

Strategic Planning Milestones and Timeline

Planning Milestones

Task Force Initial Meetings	November 9-28, 2016
Task Force Mid-Term/Check-In	January 16, 2017
Task Force Final Report Due	March 2017
Planning Sub-Meet Review and Recommendation of Task Force Reports	April 2017
Cabinet Review of Task Force Reports	May 2017
Strategy Implementation	August 2017

Timeline

Implementation Milestones

President Announces Strategic Directions, Goals, and Objectives	September 2017
Published Electronic University Strategic Plan 2016-2021, with Strategic Directions, Goals, and Objectives	September 2017
Responsible Leading Entity Designated to Develop an Action Plan for each Strategic Objective	September 2017
Strategic Direction Metrics and Baseline Measures Established	Between September and December 2017
Draft Action Plans Developed and Submitted to Institutional Research, Planning and Assessment	Between September and December 2017
Draft Action Plans Recommended by Cabinet and Approved by the President	Between September and December 2017
Action Plan Progress Monitoring and Reporting on an Annual Basis	June 2018, 2019, 2020, 2021

Timeline

Strategic Planning updates will be regularly provided to the Planning Sub-Meet and Confer and posted online at <http://www.mnsu.edu/planning/strategicplan.html>

**GENERAL FUND STRATEGIC BUDGET PLANNING PROCESS IMPLEMENTATION TIMELINE
2017-2018 ACADEMIC YEAR**

[HTTPS://WWW.MNSU.EDU/PLANNING/SBP.HTML](https://www.mnsu.edu/planning/sbp.html)

TIMELINE	PROCESS/STEPS	COMMUNICATION POINTS
Strategic Budget Planning Implementation Phase		
Aug. / Early Sept. 2017	<ul style="list-style-type: none"> Review of SBP Process Implementation Timeline (Council of Deans, Joint Budget, Planning, and Assess & Eval Sub-Meet, Meet and Confer). Establish a communication platform (i.e. dashboard, web site) with current University budget and strategic investment and reduction information. 	Council of Deans (Aug. 2) Joint Sub-Meet (Aug. 31) Meet and Confer (Sept. 7)
Data and Information Generation Phase		
Early Sept. 2017	<ul style="list-style-type: none"> Confirm roster of Programs (e.g. Program Inventory). Programs in consultation with Dean/VP identify <i>Programs/Units</i> for evaluation and <i>Program Type</i> for evaluation: <ul style="list-style-type: none"> Undergraduate Award Completion Program Undergraduate Award Foundation Program Graduate Award Program Non-Academic Award Program/Unit Offer Drop-In Question/Answer Sessions 	Council of Deans Cabinet
Mid-Sept. to Mid-Nov. 2017	<ul style="list-style-type: none"> Academic Programs receive from Dean/VP draft criteria/indicator data by program. Consultation with Dean/VP and Academic Programs as needed on non-narrative portions of evaluation criteria. Programs complete narrative portions within evaluation criteria and submit to Dean/VP. Offer Workshop Support Sessions 	Meet and Confer (Oct. 5) Meet and Confer (Nov. 2) Council of Deans Exp. Cabinet (Sept. 25)
Late Oct. 2017	<ul style="list-style-type: none"> Establish Strategic Budget Planning Process Sub-Committee. 	
Initial Categorization Phase		
Nov. 2017 to Jan. 2018	<ul style="list-style-type: none"> Strategic Budget Planning Process Sub-Committee completes evaluation of narrative portions within the evaluation criteria. Narrative and non-narrative evaluation results merged to produce initial program category (<i>Investment, Maintenance, or Reduction</i>). Initial program category result communicated to the Program and respective Dean/VP. Offer Drop-In Question/Answer Sessions 	Meet and Confer (Dec. 7) Council of Deans Exp. Cabinet (Nov. 27)
Late Nov. 2017	<ul style="list-style-type: none"> Establish Categorization Appeal Team. 	
Final Categorization Phase		
Jan.-Mar. 2018	<ul style="list-style-type: none"> Programs have the ability to file an appeal (30 business days following notification) for review by the Categorization Appeal Team. Categorization Appeal Team review and decision communicated with the appealing Program and respective Dean/VP (30 business days following appeal submission). Final categorization of programs published internally. Offer Drop-In Question/Answer Sessions 	Meet and Confer (Jan. 4) Meet and Confer (Feb. 1) Meet and Confer (Mar. 1) Council of Deans Exp. Cabinet (Feb. 19)
Process Review and Evaluation Phase		
Sept. 2018	<ul style="list-style-type: none"> Establish Process Review and Evaluation Team 	Meet and Confer Council of Deans Expanded Cabinet
Oct.-Dec. 2018	<ul style="list-style-type: none"> Process and Evaluation Criteria and Indicators reviewed, updated, and published on the University's Strategic Budget Planning web site. 	Meet and Confer Council of Deans Expanded Cabinet

Strategic Budget Planning Process data and information to be updated every 4 years.



September 7, 2017

Dear Campus Community,

In my convocation address this Fall, *Determining Our Destiny; A New Era – Our Next 150 Years*, I discussed the movement in online learning within higher education over the past ten years from experimental to mainstream. The growth in online programs and enrollment is particularly evident among mid-size and large institutions. Numerous national reports document the growth and project future demand for online learning opportunities.

Here at Minnesota State Mankato, our engagement in online learning has slowly evolved over many years. Over the past five years, in particular, we have experienced growth in the number of students who enroll in at least one online course. Likewise, the number of students who enroll exclusively in an online program has grown. At present, our University has 50 programs that are authorized for online delivery within 48 states (plus the District of Columbia and the U.S. Virgin Islands). A vast majority of our programs approved for online delivery (90%) are at the graduate level.

As we examine our current and projected University student enrollment trends, online learning provides an opportunity to maintain current enrollment levels and the potential to grow future enrollment when and as desired. To better understand online learning choices and opportunities we need to consider, I asked the Cabinet to engage this past summer in a study of best practices, methods, and models in online learning across the country. In addition, I charged the Cabinet with drafting initial areas of work or critical next steps that the University would need to consider to more fully support our current online programs and our ability to expand our online program offerings in the future.

The enclosed Proposed Online Learning Solutions and Models: Capability Audit summarizes the work completed by the Cabinet and provides a rich foundation upon which we can begin further consideration of online learning opportunities. The draft document provides a starting point and guiding structure for campus conversation and engagement around core components such as market research methods; instructional development, design, and support structures; fiscal models; and program marketing and demand creation models.

As a community of scholars, I invite you to consider the challenges and opportunities that are presented within the Proposed Online Learning Solutions and Models: Capability Audit. Then, engage with a sense of urgency in determining our destiny with online learning as we approach our next 150 years of Big ideas. Real-world thinking.

Sincerely,

A handwritten signature in black ink, appearing to read "Richard Davenport".

Richard Davenport
President

PROPOSED ONLINE LEARNING SOLUTIONS AND MODELS: CAPABILITY AUDIT SUMMARY

BACKGROUND

- National trends indicate online learning in higher education has moved from experimental to mainstream, with growth evident at mid- and large-size institutions.
- Our future sustainability as a University increasingly relies on maintaining and growing our student enrollment. In addition to aggressively recruiting our traditional student population of high school graduates, reaching new student populations – students who otherwise would not or could not come to campus or one of our additional locations – for our online programs is a potential to grow future enrollment.
- Over many years, our faculty have increasingly developed online programs, both degree and certificate, to the current level of 50 programs (90% at the graduate level), authorized for delivery in 48 states, the District of Columbia, and US Virgin Islands. However, successful online programs require a coordinated structure and operations across all divisions of the University – marketing, enrollment, information technology, finance, and so on. To date, we have not yet achieved a seamless structure and function to fully support our online programs.
- Minnesota State system has initiated development of a strategic plan for online programs, and we aim to be a leader.
- The Higher Learning Commission, in our most recent re-affirmation of accreditation, identified the quality of online teaching and learning as an area for continuous improvement.

PROJECT SUMMARY

Rising to these opportunities and challenges, in May 2017, President Davenport charged the Cabinet to engage in a three-month Online Learning Solutions and Models project, that if successful, would enable the University to expand the offering of 100% online undergraduate and graduate award programs to students traditionally not served by the University through location-based programs. In short, the President charged the Cabinet to be prepared to lead campus-wide discussions through consultation and shared governance.

Further, any plans designed for expansion and/or extension of the University's portfolio of 100% online programs must be done ensuring:

- Academic quality and integrity
- Enrollment growth in new markets
- Fiscal sustainability and return
- Student success and satisfaction
- Access and equity
- Coherence with university strategic directions and master plans

DRAFT WORK PLAN DEVELOPMENT

The implications of potential *online program growth crosses all divisions of the University*. To prepare for campus conversations, the President assigned the development of *proposed initial work plans for core components advancing online learning* to Cabinet members and the Dean of University Extended Education. The proposed core components are as follows:

- Market Research Methodology
- Academic Program Capability and Capacity Model(s)
- Instructional Development, Design, and Support Structure
- Instructional and Program Quality Assurance Model(s)
- Academic Program Fiscal/Operating Model(s)
- Program Enrollment Management Pipeline, Data Processing, and Student Support Services ~ From Prospect to Alumni
- Program Marketing and Demand Creation Model(s)
- Program Launch and Scalability Methodology

The draft work for each core component establishes critical next steps that the University must consider in the expansion or extension of 100% online programs. The draft proposed work plans, a starting point of conversation, can be found at: <http://www.mnsu.edu/planning/onlinelearning.html>

In addition, the project clarified *some key assumptions for moving forward*:

- Clarity of process and key steps are required to move from online program concept/idea to online program offering.
- Online program investments must be justified by market research and supported by a multi-year business plan.
- A launch and scalability plan must be established for each online program offering with clear performance benchmark indicators.
- Faculty and instructional models need to be clearly identified and understood for each online program offering.
- Online program quality and curriculum development must be supported through instructional development, design and support resources.
- Program marketing and demand creation is required.
- Clear processes for accurate tracking of student enrollment and the provision of support services must be established.

KEY CONSIDERATIONS AND IMPLICATIONS

While the proposed Online Learning Solutions and Models project provides a consultative path forward with the articulation of critical next steps, it also illuminates several strategic and structural considerations.

- Leadership for Online Learning
It is clear from the Cabinet's initial work that implementation of the proposed actions outlined will require a significant investment of time and expertise. In addition, the work is highly interconnected requiring extensive vigilance, collaboration, and coordination of activities across the University. The current structures to support the development of online learning at Minnesota State Mankato are necessary, but not sufficient to produce rapid success.
- Governance Structure for Online Learning
The University Extended Education Sub-Meet and Confer encompasses two high growth and transformative activities: face-to-face offerings at additional locations and online learning. The expansion of 100% online programs would require an initial "heavy lift" in all divisions of the University. As outlined, market research, academic program planning, accounting structures, instructional design support, and faculty instructional and compensation models, to name just a few, must be carefully considered.

- Investment of Resources

Expanding 100% online programs will require an investment of resources, especially faculty and staff time.

TIMELINE

- Near Term (The 2017-2018 Academic Year)

- *Share and consult* on the *proposed Online Learning Solutions and Models project* through the University's Meet and Confer process.
- *Identify a small number of existing online programs (1-3) that are prime for expansion to serve as pilots* for the new models and methods articulated.

- Beyond 2018 (The Next 3 Years)

- Successful completion of foundational work, in particular, market research and an academic plan for 100% online programs, will guide the extent and rate of expansion of 100% online programs through Spring of 2021 in concert with the implementation of the University Strategic Plan, 2016-2021.

CAMPUS CONSULTATION

To begin this process, consultation on the *proposed Online Learning Solutions and Models project* is requested, by the October Meet & Confer, specifically on the *four key questions*:

1. Are there *additional online learning core components*, beyond those already identified within the draft document (i.e. market research, academic program capability, etc.), that are needed to guide future campus conversations and work related to online learning?
2. Are there *Goals and Objectives* articulated within the draft document that are *not necessary* to support 100% online programs currently offered by the University and/or future 100% online programs? Are *there critical areas that need to be added* to the draft document?
3. Are the *timelines* suggested within the draft document reasonable for moving forward?
4. Is the University Extended Education Sub-Meet and Confer the *recommended body for future shared governance and consultation related to online learning*? Are there *alternative and/or additional structures* or formats that would be desired?

The draft proposed work plans can be found at: <http://www.mnsu.edu/planning/onlinelearning.html>

MINNESOTA STATE UNIVERSITY, MANKATO
2016 CAMPUS CLIMATE SURVEY RESULTS AT-A-GLANCE
DRAFT 9-6-17

In fall 2016, Minnesota State University, Mankato invited all students, faculty, staff, and administration to participate in a campus climate survey. The response rate was remarkable — nearly 10% of the campus population weighed in. Following is a snapshot of who responded, what the University learned, and subsequent action University leadership plans to take.

Who responded

Role: 63% staff, 21% students, 14% faculty, 2% administration
Sex/Gender: 61% female, 27% male, 2% trans/non-binary/custom
Disability: 2% mental health, 1% learning, <1% all other disabilities
Sexual Orientation: 62% heterosexual, 4% bisexual, 2% custom, <1% gay or lesbian
Religion: 48% Christian, 15% atheist/agnostic, 5% custom, 2% Muslim, 1% Buddhist, 1% Hindu, 1% folk, indigenous, or Jewish
Race: 55% Caucasian, 5% African American, 4% Hispanic/Latino/Latina, 2% Native American, <1% Hawaiian/Pacific Islander
Parental Status: 9% parent/guardian
Military Experience: 2% Veteran, 1% active duty
Language: 68% English as first language
National Origin: 68% born in the United States

What the University learned

- In general, **students, faculty and staff** believe the University is doing a fair job of creating a welcoming environment.
- **Veteran students** generally feel unwelcome on campus. Many feel unappreciated by faculty.
- **People of color** tend to be less satisfied with the campus climate, more so among employees than students.
- **LGBT+ employees** generally are less satisfied with the campus climate than their straight counterparts.
- Many **minority faculty** find faculty-oriented programs and multicultural events unhelpful.
- **Minority employees** perceive unfair application of rules, a lack of appreciation from leadership, and few people similar to themselves succeeding. **Minority students** share these perceptions to a lesser degree.
- While some efforts designed to benefit **minority groups** (e.g., gender-neutral bathrooms, lactation spaces) are having the intended effect of seeming useful to those groups, **majority groups** are less inclined to feel that way.
- Attitudes about protests on campus are mixed, with some concern about the line between free speech and harassment.
- Of the responses with comments, many comments were racist, anti-Islam, or otherwise offensive.

Action University leadership plans to take

- 1) Ask the Dean of Institutional Diversity, in collaboration with the President's Commission, to work with the University community to **better understand the findings and ensure that they're reflected** in the upcoming Diversity and Inclusion plan.
- 2) **Identify and examine programs and policies** which are having the intended effect on target populations, in order to accurately and effectively stay the course and improve.
- 3) **Learn about what's driving dissatisfaction and perceived discrimination**, possibly through further surveys or discussion groups.
- 4) Develop solutions uniquely suited to this institution, in order to **raise the level of ownership, comfort and pride in the campus climate**.

A full report of this study's results appears on the Institutional Diversity website, www.mnsu.edu/cultdiv. The page also includes an anonymous comment form for those interested in helping develop solutions.