

Meet and Confer 9.29.21

Present:

- Dennis Lunt, Heidi Hansen, DeeDee Narum, Thomas Dirth, Kat Klement, Val Wallingford, Dean Frost, Rucha Ambikar
- Faith Hensrud, Allen Bedford, Karen Snorek, Randy Westhoff, Karen Snorek, Travis Greene, Megan Zothman, Steven Parker

1. Opening queries

- a. Dennis Lunt: Has any discussion of retrenchment taken place since the last meet and confer?
- b. Faith Hensrud: It has not.
- c. Dennis Lunt: Are there any faculty currently under investigation?
- d. Megan Zothman: No.
- e. Dennis Lunt: Are there any faculty investigations completed?
- f. Megan Zothman: N/a

2. Updates after campus forum

- a. Dennis Lunt: Any updates on items from the campus forum on Tuesday that we aren't going to address below?
- b. Faith Hensrud: I think it's just if you had any questions that you wanted to ask again, but there's a lot of things below, so it might take care of it.

3. Covid updates

- a. Dashboard
 - i. Dennis Lunt: The first item is one I've discussed with Randy and Allen Bedford at length. We appreciate the numbers of the dashboard being tracked, but they don't represent our experience of students being out. Where is the breakdown of data?
 - ii. Travis Greene: I can speak to this as a member of the tracing team. A few weeks ago there was a dark period of data. We were trying to keep afloat; we learned in hindsight that it was getting too much to track the in-person students. We hired a recent grad to help us with tracking and answering emails in a timely manner. That's been the greatest contributing factor of turnaround. We're still working on some glitches with extended absence notifications. We're hoping that the issues being raised here will be addressed. I can tell you that the dashboard metrics have never been 100% accurate. Right now we should be caught up; the numbers should reflect what we're hearing. What might be the case is that MDH will come to us 2-3 weeks after students have tested positive to figure out whether we notify or do contact tracing. If you look at

the high level of transmission, you'll see more students getting updated on the dashboard.

- iii. Dennis Lunt: We appreciate the detail. The concern I have was while the numbers are low, it's difficult to tell the faculty to go to the contact tracing team and keep them in the loop. I appreciate the approach to updating it. One of my asks would be to send out an update on contact tracing to the faculty, like here's the importance of updating the team, here's how the data are used. We want to give faculty a sense of control and that the environment is being monitored.
 - iv. Travis Greene: I talked to President Hensrud about this earlier. We're going to send a message to students about reaching out to the hotline; we can adapt that for a fac/staff. When we contact trace, we ask a bunch of questions – have they been vaccinated, have they had symptoms. But we also ask if they've contacted faculty 8:00 We want to make sure there's no missed ships; even if students say they've contacted faculty, we're just going to inform faculty anyway. We're trying to find the sweet spot in the middle of notification for faculty and contact tracing. As a matter of operations, we're going to take students at their word if they have COVID. To your point Dennis Lunt, an email to go out to fac/staff about why they should contact the tracing team. This way we can go through Starfish and send the notice to everyone.
- b. Notification system for extended absence
 - i. Dennis Lunt: For this, faculty want to know there's an automatic notification if there's been an exposure in class.
 - ii. Travis Greene: The only thing I could anticipate is about MDH being overwhelmed. They're focusing on vaccination, so we're the ones doing contact tracing. If we get notice that a student had COVID a month ago, we're not doing much because the risk is gone. You'll get notice, even for notice of isolation or quarantine, in the extended absence emails from Cindi Peterson.
 - c. Case management for students in isolation or quarantine
 - i. Dennis Lunt: What have been the changes to managing cases while students are in quarantine and isolation? We know what the faculty are doing, but what about res life?
 - ii. Travis Greene: In addition to having someone as the hotline coordinator, we're managing students isolating (we currently only have 2 on-campus students isolating; everyone else is isolating at home). Brittney is reaching out to those students to make sure they have what they need. We are in the process of hiring an

additional COVID coordinator, primary focus on testing. So, we're adding to the contact tracing team so they'll get even more support. Their whole focus is students and support. That's where we're at.

- iii. Allen Bedford: Would you mind outlining on what the faculty are doing?
 - iv. Dennis Lunt: It varies by faculty, but generally, some faculty are doing a quasi-hyflex, with a live-streaming of their class. It's not always pretty, but you can do a version at the last minute. Some for smaller classes are doing a "get better and we'll fill you in." For bigger classes, faculty are posting online lectures. They're making use of the resources available through eLearning. But it's a varied experiment.
 - v. Allen Bedford: I appreciate the efforts. But it would be helpful to have a summary of what faculty are doing to communicate that to other bargaining units.
 - vi. Rucha Ambikar: CPD put together a suggested list of trying to get to the students who are out. Some individual faculty are actually teaching the students one on one via zoom at other times
 - vii. Dennis Lunt: I just want to note that this is time-intensive to change modality; that's been a consistent theme.
 - viii. Travis Greene: When you're talking about the messaging to fac/staff, one of the success stories is that the system is working. One faculty member reached out to the covid hotline that there were 3-4 students in one class testing positive, then we did surveillance testing for the whole floor. So if people reach out, we can do something. We've figured out where we were behind. But when people use the system, it works.
 - ix. Dennis Lunt: I will share that with the senate next week. We appreciate you doing that work.
 - x. Heidi Hansen: Travis Greene, thanks for doing all this work on top of your regular duties!
 - xi. Travis Greene: It's a team effort for sure!
- d. MMB vaccine / testing requirement
- i. Dennis Lunt: Megan Zothman, I'm interested in an update on implementing the vaccine mandate.
 - ii. Megan Zothman: The one I'll speak to the MMB policy – state employees and student workers. We've really only focused on those groups. The numbers are good, which is exciting, which makes it worth the effort. For both BSU/NTC, 1056 employees to get attestation or regular testing. Right now, we have 544/619

state employees attested or work fully remote. On the student/GA side, 252/437 attested. These numbers are better than we anticipated, but we're missing a lot of student data. We're giving our students a lot of grace for compliance, but will be starting to get students to the testing site and hopefully a lot are just needing to get the proof in. We've got 80 students, 50 employees testing. Only 25 state employees have not yet done attestations or shown up to test. The numbers are still updating. This is just those covered under the MMB policy. Starting on 10/11, we'll have more students, like residential students, covered under the Chancellor's policy. What I'll talk about next is what happens for policy violations. MMB has created very specific and aggressive plans for employees violating the policy (not students). We're trying to be as reasonable as possible; there's only been 1 testing, and some are not in compliance. A lot of folks find a way to comply with the policy that works for them, because we want everyone to stay on our team. People have been willing to have the conversation about getting them into compliance. Only a few people signed up to test, but didn't show up. The next step is discussing what's going on, bringing in the supervisor, and letting them know what the consequences (unpaid leave) are of non-compliance. It's really a prescribed status of what's to happen, an investigation will proceed as usual where they have the right to a union rep. If they don't have someone there, they'd sign a waiver acknowledging that. My hope is that I don't need to go through this with anyone. It's got a really prescribed timeline – a 2-3 day period of time to get into compliance before the next step of discipline. My goal is to get everyone in compliance. The reasons are really across the board, but lots of good resolution. I got a question from the last bargaining unit to know how many people not in compliance for each unit (I won't provide the who but just the numbers).

- iii. Dennis Lunt: Thank you, Megan Zothman, those are hard conversations. I've met with members of our union who have issues with this policy. I have a clear stance on this policy, which can be a downside for faculty who disagree with it. If they don't want me in the room, I won't take that personally.
- iv. Megan Zothman: My goal is to get them into compliance and that can go many different ways. I'm really happy with the response to a difficult request. This is really positive to see how people found a way to be in compliance and I think after this next week, we'll have our groove down to keep bringing more people into the mandate.

But if you are hearing anything, I always want to know, if anything happened. Really hoping for 100% compliance.

- v. Dennis Lunt: I appreciate the cabinet hearing the feedback about concern that cabinet members were going to help with the testing.
 - vi. Megan Zothman: There've been some issues with people not wanting to go to a physical site. Some folks are concerned about the method of testing, wanting to know they're able to change their mind. Once people knew they could go see it, make their judgment call and if things changed, they can change their mind. Most folks just went to the testing, and some went to the make-up session (which we're not broadcasting, but is more low-key), and some are using Vault tests for very few people. Any questions or additions for either side of the table?
- e. Stats regarding attestation / testing
- i. Dennis Lunt: I would be interested knowing how many folks not in compliance are in our union. It would be helpful I might be needing to represent. I'd also be interested in two sets of data – MIIC data and the VaxTrack data. Where are we in safety of our workplace?
 - ii. Megan Zothman: The VaxTrack data is to do with the MMB policy. I just want to get through the first two weeks to know how many people are or aren't in compliance. And then after the 5th, I'll be able to share numbers with the cabinet and the bargaining units so you can see where we're at.
 - iii. Karen Snorek: Megan mentioned the other students, who I can talk about. The Chancellor policy is that we were supposed to start testing other students on 10/4. Some we're already testing, like athletics. Some have an overlap (student workers living in the dorms). Tomorrow at a meeting, we'll see the software we'll be using for our students. Next Monday is when we'll have instructions for the students, and we'll be one week late with testing. Rather than starting 10/4, we'll be starting 10/11 for those students. MIIC data, we are also told will get info in the next couple of days.
 - iv. Travis Greene: Our understanding is that MDH provided that for the system office non-aggregated. They're in the process of disaggregating those data; hopefully we'll get those by Monday. We're planning on 30-35% based on national and state averages. But our employees way surpass county averages, so we're hopeful for our students.
 - v. Heidi Hansen: How was the turnout at the recent vaccine clinic?

- vi. Travis Greene: 32 individuals, 2 of them staff. We only had 2 folks show up for the first dose but not the second. We'll follow up with them about getting the second dose.
- vii. Dennis Lunt: Is another clinic planned?
- viii. Travis Greene: Yes, we've got 4 clinics scheduled with Moderna this year. Our next one is 10/6 from noon-2pm.
- ix. Karen Snorek: The totally vaccinated students' names will go into a drawing for a \$500 award for tuition. It's a good incentive; the odds are low.
- x. Dennis Lunt: I'm comfortable speaking for faculty, we're glad that the clinics are happening. I believe that answers the COVID questions. Any other questions or comments?

4. Enrollment update

- a. Dennis Lunt: Allen, I believe this is your item. What are the takeaways from the forum?
- b. Allen Bedford: Fall update. Power BI is up to date, but I do want to say that last year we were delayed in getting the PSEO student numbers, so those are just now starting to come in. Do not be alarmed that the gap is widening from last fall; that's just the numbers catching up. I think we'll be down 8% FYEs. We're currently down 6.5%. If we didn't increase our numbers at all, we'd be 8% down in FYEs. The trend information I presented yesterday at the forum is really important to be aware where we are and what we're doing about it. We're getting ready to roll out the next strategic enrollment plan. If you didn't see it yesterday, please take the time to check it out. It's critical to restore the application numbers we had from 2011-2016. There are 3 important enrolling segments: high school graduates; transfer; and adult and grad students. In our plan, we'll find a way to highlight those and think of our enrollment streams in multiple ways. Honestly, those other two streams really helped us out. Andy Wright will be presenting how that new plan works, what's involved, and when we should expect to see things turn around. People are curious about how we're managing our front door. We'll be addressing that in a future campus forum. We've had a substantial decline in applications, and a decline in enrollees. So we need to increase the number of applications. We're already starting to see good things. But we also need to have the entire campus positioned to engage and invite potential students in, and everyone's got a part to play in that. We're moving in the right direction, we need to be prepared as a campus to do substantial outreach to get students to enroll.
- c. Dennis Lunt: Thanks, Allen Bedford, I appreciate that. One question I have is a big picture one. You've mentioned that fixing the enrollment is a

years-long endeavor. What is the plan to deal with the financial crunch while we're doing that?

- d. Allen Bedford: Assuming expense stays the same, fewer FYEs increase the risk of deficit. As we're forecasting, we're still in potential deficit in FY 24, but if we keep at it, we might be out of that well by FY 25. It's going to take 3 years to get a full complement of the breadth of our direct marketing campaign, then 4 years to get to the full strength (as the erstwhile sophomore high school students go from first-years to seniors at BSU). We're not 7 years away from being healthy, only about 3-4 years away.
 - e. Dennis Lunt: What I'm trying to avoid is a situation where we plan to grow out of a deficit, but spend like we're going into it. Any other concerns?
 - f. Heidi Hansen: Do you have a timeline for when the AVPEM might be in place?
 - g. Randy Westhoff: We've actually got an approved Zoom interview pool for 9 interviewees, with on-campus interviews potentially happening late October.
5. Faculty support for enrollment work
- a. Dennis Lunt: To lay the groundwork, in general faculty's job is focused on the direct academic experience of students, though we sometimes get questions from admissions or do more focused work for recruitment. Some faculty have even done work at high schools or making connections to bring in students. It'd be nice to see some policy or protocol acknowledging that work done by faculty, and supporting it. I don't want to see admissions work fall to faculty, but sometimes a department can handle doing a lot of enrollment work. So I'd like the administration to establish a policy for doing this type of work; it might encourage departments to be creative about things they could do. Would the administration be interested in brainstorming such a policy?
 - b. Allen Bedford: Faculty supporting enrollment work outside of the classroom and advising is already something they can document in their PDP/PDRs and get credit for that. They strategic use of faculty time beyond regular duties is something we need to build parameters around. There are programs that have room to grow; if the choice is between teaching a small section and helping to grow the program, the latter is more financially positive than running the section. At the same time, programs that are strong right now and major contributors to BSU's financial health shouldn't be taken for granted. We need to be looking at an enrollment plan for large departments, too. I don't want to create an expectation that enrollment work is outside the regular scope of duties.

- c. Dennis Lunt: I think a potential way forward might be to charge the AVPEM to define enrollment with identifying the enrollment work that is irregular, for a faculty member going beyond the typical workload described in the contract to do in enrollment support, while also finding a way to communicate with faculty, or maybe departments that would like to support enrollment with their traditional advising role, but may not know how best to communicate that. So those are two things that we could charge the next day, we come up with a way of acknowledging that irregular contribution to enrollment work, and streamlining communication between the admissions and the departments.
 - d. Allen Bedford: I'm open to the conversation. As a faculty member, I found it important to get engaged with the enrollment side. I agree that the work here is to create some parameters to see the difference between regular/irregular work. We've got opportunities to grow program-specific enrollment. I'm willing to invest the time to work on this. Another thing we might do is have people already with reassigned time related to program head positions see what can be done.
 - e. Dennis Lunt: I will solicit feedback from Senate and hopefully that will trigger a conversation with our new AVPEM when they are in their role. Any other thoughts on that from either side of the table?
 - f. Randy Westhoff: Student recruitment activities is listed in Appendix E in the position description for chairs and is listed in Appendix G under criterion 5 as an example activity.
 - g. Dennis Lunt: I appreciate that, Randy.
 - h. Dean Frost: I just want to point out that students do not enroll in specific professors, they enroll in programs. So faculty are responsible for supporting the degree programs that they work within, not for recruiting individuals from the community.
 - i. Allen Bedford: You're right, but the personal connection between faculty and student is important. Lots of institutions have a given degree, but having that connection with the students can be important to their decision-making.
 - j. Dean Frost: The distinction I'm making is that when you say this is part of their job duties, I don't see that as part of our individual duties. We contribute to the department and to the program, but singling out individual faculty goes beyond our job description.
 - k. Dennis Lunt: The way departments interact with enrollment efforts needs to be strategic and deliberate. I think something the AVPEM can do is create those levels of communication, while also avoiding burdening individual faculty members. Any other questions or concerns?
6. Academic Affairs update

- a. Approach to faculty position proposals, approvals, and postings
 - i. Dennis Lunt: I'm interested in where we are in hiring.
 - ii. Allen Bedford: We're running our faculty proposal process similar to last year, in 3 waves. We just completed the first wave; several will be going out next Monday. There are 11 positions to be posted in the next week or two in the first wave; these are failed searches from last year in which there's no debate about the need for the position. The second wave is late October/early November to coincide with the Oct. 15 retirement deadline. The third wave will be in the spring to account for sabbatical coverage and anything else that comes up.
 - iii. Dennis Lunt: Are any positions not filled last year being held vacant?
 - iv. Allen Bedford: There are some positions vacant from retirement or failed search are not in the first wave. That just means we want to get more data to ensure the position is needed. One way to limit the deficit for FY 23 is to evaluate the need for open faculty positions. I see this as a situation that is caused by the enrollment downturn, therefor can be reversed by the enrollment upswing. My plan is not to make structural changes in our academic programs, but to find ways to save money in FY 22 and FY 23 to enter FY 24 with strength.
 - v. Dennis Lunt: What are the things you're looking for in evaluating positions?
 - vi. Allen Bedford: That's a good question, the reality is this requires a detailed scrutiny between the Dean Frosts, departments, and Academic Affairs. What we're looking for short-term solutions that don't create long-term damage.
 - vii. Dennis Lunt: I'd like to return to this at the next M&C.
- b. Mentoring and supporting fixed term and probationary faculty members
 - i. Dennis Lunt: The last M&C, I raised the concern that faculty particularly in FT positions are very vulnerable and that is usually where marginalized faculty are, to provide them support and mentorship and move them into PT positions. Have any steps been taken for this?
 - ii. Allen Bedford: Yes, we're in discussion with CPD about this. We recognize the challenge, there's no debate about it. We recognize the need to provide mentorship for underrepresented faculty. There's no big progress on this.
 - iii. Randy Westhoff: I think you probably are aware that CPD does assign mentors from outside the department to new faculty. But in

addition to that, I would hope that through the deans, we could encourage more departmental mentoring of faculty that fall into this category. We have not done a great job always with this. And I think we need to do a better job.

- iv. Steven Parker: I've heard this as well and have had conversations with Allen and Randy. This is a cultural issue on both campuses. This is one thing that our AA officer is focusing on, as well as how are we hiring and how are we recruiting diverse folks. For example, where are we posting to get people's attention? Another thing to focus on is, what are we doing in the community? We have to engage in the community, which is not necessarily a thing. We have multiple different things that we can do to support underrepresented faculty.
- v. Dennis Lunt: Dr. Gabriel Warren did a survey across MinnState for faculty of color, and there's a relationship between not feeling at home.
- vi. Kat Klement: I don't know if this is a CPD question or if this is a duty days question, but one thing that I've always been curious about is why the CPD mentorship program start so late. It really feels like something that could be like, let's hit the ground running because new faculty can get easily overwhelmed at the beginning of the semester, and they're just trying to teach. So I wonder if this is something that we could start putting into place once the hire is made, and the contract is signed.
- vii. Rucha Ambikar: Let me jump in on behalf of the CPD, Kat. This is exactly one of the questions we are trying to tackle this semester. And we are working on some solutions, where we would provide a point of contact for somebody who is coming to the campus community even before they bought here. So it's a work in progress. We should have something out this year.

7. Finance update

- a. Karen Snorek: I don't have anything else to update beyond yesterday's campus forum.
- b. Dennis Lunt: I have a series of questions I'm about to ask about the budget.
- c. Heidi Hansen: It would have been nice to know that the forum was going to have a big budget update, because I don't think a lot of people knew that.
- d. Dennis Lunt: These questions are more to enter them into the record, I'm not expecting a quick answer right away. [Questions immediately below; Karen Snorek addresses them below that.]

- i. When will the next budget forum be scheduled?
 - ii. Can we get a copy of the Department of Education IPEDS Data Feedback Report for the most recent FY it is available?
 - iii. Can we please have budget projections for FY 2023 that assume various enrollment scenarios such as flat enrollment, declining enrollment of 2.5%, declining enrollment of 5% and increasing enrollment of 2.5%?
 - iv. Can we please have a breakout of expenditures in various IPEDS categories (academic support, institutional support, instruction, etc...) for the last five fiscal years it is available? For instruction, could we have it broken down two ways—with and without sabbatical costs included.
 - v. If FY 2023 and FY 2024 require significant budget solutions, will they be implemented before or after July 1, 2022?
 - e. Karen Snorek: I'm thinking that the next budget forum will be in the spring. I'm always willing to work with the IFO budget committee on more details.
 - f. Dennis Lunt: I will dig around about the budget committee and get back to you.
 - g. Karen Snorek: I will find the most recent IPEDS document for you.
 - h. Karen Snorek: I just finished FY 22 updates to the system office, but I will soon be diving into projections for FY 23 and will share those. The last few years, I've been providing the IFO the breakdown for program codes which is similar to the IPEDS categories. There was some funding we transferred to CRRSSA funds. These aren't major issues, I just need some time to put them together. For budget solutions for FY 23 and FY 24, we'll probably be implementing things before or after the start of FY 23. I think we'll have some continuous efforts going on. We'll get back to you on some of these; you're not asking for anything we don't have, it'll just take some time to put together. As I get it, I'll piecemeal it to you, Dennis Lunt, and you can report it out however you want.
 - i. Dennis Lunt: Anything to add on budget from either side of the table?
8. For the good of the order
- a. Dennis Lunt: The one pain point over the last few years is investigations that took a long time or need to go back and revisit steps. What I want to ask generally is what steps is the administration planning to help address the timing and communication of investigations.
 - b. Faith Hensrud: We just approved a position for an investigator to handle these. One thing that's become apparent to us is that we didn't have much of a need for investigations while we were remote. We have a very intentional plan to move forward with this.

- c. Steven Parker: I'm excited to be here, but part of being here is seeing what's been happening, seeing how we navigate when things come in. We want to delineate the work and separate it to have an Affirmative Action officer separate from an investigator. I'm currently the Title IX and MinnState policy coordinator. We're currently working on the specific training needed for these positions. We're rethinking how we do this work. We're hiring a civil rights investigator, but also there's an educational piece to this so that we limit the violence and discrimination on campus. Just know that cabinet has been supportive of me as I delineate the work.
- d. Dennis Lunt: I agree that the loss of one person shouldn't collapse the ability of the university to get through investigations in a timely manner.
- e. Faith Hensrud: It's a priority of all of ours.
- f. Megan Zothman: I have a different for the good of the order. I plan to have a regular update at M&C for the presidential search. We had the chancellor listening sessions that went well. The next steps, it's important to know it's the chancellor's search for the president, but we're just a piece of the grander search. Right now, the position profile is being finalized. We contribute to that profile, but MinnState does as well. That profile will be to the chancellor on Monday. Once we get the position profile back, we'll want to share that profile to recruit broadly. We expect a 6-8 week recruiting period; we'll be looking to get a diverse group of applicants. I'll be working with the MinnState CHRO, Deb Gehrke. Certain groups will receive the call from me to get SAC nominations. It'll be really important that SAC committees are able to participate in the whole search. Most things will happen over Zoom. When we host the finalists, around mid-February, we'll aim to do that on-campus. Mankato just did a presidential search last year; we'll be modeling our campus communications based on what they did. Everyone will always be in the know about what stage we're at. Once the SAC gets their charge, that work will be really confidential. The committee will likely be large; it'll be complicated because of our university + technical college. There is no perfect way to create the committee to be totally balanced and what everyone wants. I'll be asking Pres Hensrud about her experience as a candidate to create a good experience.
- g. Dennis Lunt: A couple things to add. We have our own democratic systems, so we'd need to have a call for the committee. I've underscored the importance of Indigenous representation on the committee with Ginny Arthur.
- h. Faith Hensrud: I think we've all done that, so we should be good on that.

- i. Dennis Lunt: Any final points that we need to raise? Actually, we've actually used up most of our time for once. Okay, thank you for your time. Thank you for your commitment to the shared governance.
- j. Faith Hensrud: Thank you all, and thank you for your good questions and for everything that you're doing to make this semester highly successful. Really do appreciate it. It's wonderful to have our students, faculty and staff back on campus. That's the best feeling ever, isn't it? So happy to see you out and about.

Minutes submitted by Kat Klement.