Minnesota State Meet and Confer

September 6, 2024

**SO**: Attendance: Besty Thompson, Amy Jorgenson, Shonda Carf, Jacquely Bailey, Bill Maki, Statasha Green, James Jorstad, Nate Hallanger, Jaime Simonsen, Chris Dale, Jaime Simonson, Melissa Fahning, Scott Olson, Daniel McCabe, Ann Maile, Eric Davis, Toni Munos, Megan Spriggs, Shonda Craft, Jacquelyn Bailey, Scott Olson, Eric Davis, Nate Hallanger, Anne Maile, Jaime Simonsen

**MAPE**: Nicole Emerson, Barb Gosch, Aaron Pierson, Ben Nwachukwu

1. **FY2026-2027 Biennial Budget Request**

Bill Maki - Handout start listening sessions next week in Marshall and then to Austin and Winona…. Then Norwest and Central MN before wrapping up in Central MN. The board was happy with the process to put together 24-25 requests. DIfferent institutions and communities from 20-22. WIll be interesting …will be the starting point for 2026. Handout… listing history, there are a lot of external stakeholders at these sessions. The size of MN state is huge, the map Some are surprised that they are really part of a larger system.

THis process goes fast. It’s a Sprint in Oct/Nov before budget approval in November. Second page is the timeline. No proposal to react to today because we’re just starting out. Last time we started out with categories…. Campus support is typically the largest support to support our campuses. This is where we start our request cycle, the $60M ask. There was no supplemental budget. 2nd was Student Support- mental health services. Then Workforce and Economic Development. How we package this will depend on what comes out of the listening sessions.

The process- while we start these sessions, we don’t have another formal opportunity to discuss the budget we don’t have another time to discuss atn M/C. BIll will send an invitation to discuss first reading, to get our input before going to the board.

November - hard deadline

The handout has information about what we received last time. Express gratitude, will have legislators in the audience. There is a lot of 1 time money….that doesn't carry forward, but our ongoing costs continue.

Enrollment- this fall up 23-24%. We are in a better recovery mode, we didn’t know what the bottom was, after a decade of enrollment decline.

MAPE: because of the 1 time money and campus having to look at the budget, front facing staff were laid off. Now expectations, MAPE has to work with more students with less people. It’s difficult, and that’s what we are hearing. Our message is do what’s in your job description, work your 40 hours a week and help where you can. It’s unfair to expect the workforce to take on that amount of work. Aaron being told you have to figure it out for 2 years.

Last listening sessions, MAPE emailed us that the system did not listen to what people were saying which lessons the credibility of the sessions. We will probably see a decline in attendance b/c they don’t feel they were heard.

Response: we did listen, we had several hundred participants and stacks of comments. We can't put it all in and they have to be lumped in to others. Supplemental request-- people wanted to ask 2-3x the amount. We do the best we can, it’s not a list of all the requests made. BIll can go back to the things that were asked several times. It’s not a perfect process. Bill-- people did listen and there were notes taken and it was synthesized as best we can.

MAPE: how is that communicated out? Results of listening sessions ? Bill- it was included in the narrative on how wwe came to the request. We didn’t issue a report or anything to it. Trustees made comments about what they heard first hand, it wasn’t an official report but there was evidence of it.

We can send out this documentation

Specific example: listening session of student support. Asking for enterprise wide support, we’ve gotten some mental health support. One thing clearly was that campuses needed more student support on campus, and each campus was different. Each president had to figure out how to use that and divide it out. Part of the student support request… 9 or 10M to allocate each campus, with flexibility they could figure out how to use it best.

The divide is: we are boots on the ground and work with students, the layoffs were counselors, disabled people, it’s counter …and it’s different from what we hear on the campus level. The people that are tasked with mental health services are now cut in half. MAPE has suffered fewer layoffs than others. It’s not the person-it’s the students. Other units have taken that hit worse and for longer.

**Executive Searches**

4 searches. President role Lake superior, Northland community and Tech, south central and VC Dies.

Chancellor will be out on campuses for listening sessions. Phase in hiring search firms to help. SOliciting MAPE members to sit on hiring committees.

People can nominate themselves for VC equity and Inclusion. They will be interviewed, and reviewed for Interim in October.

**3. Equity 2030**

 Chancellor Olson. We will have a pattern at every June board meeting…KPI’s about equity 20-30. Some areas we are making good progress, other areas no progress. Most passionate is the student success measures. We have been closing gaps on campuses…rate of change is not sufficient to have 0 gaps. Thanks to MAPE for helping students persist and succeed. Some things are sticky and stubborn-- supplier diversity. We said we would hire more women owned and stuff, and explained some of the reasons why we are doing that. Not able to move this. On Monday Leadership council retreat at MnWest and do a deep dive on Equity 2030 - promising practices. SOme campuses have figured out some cool stuff and could be repeated. What do other campuses have that they could share? And what about outstate campuses that we could adopt. This will be a theme. Less focus on designing the tool- more on using it. The June Board meeting will be a big one, and will spend half a day reporting on this. THANK you for supporting it.

MAPE: we are vocal on the issues and why it’s going slow. We are not shy about sharing those things. GOing to “Systemness”...use what you want to use, send what you want to send- campus Autonomy is what makes it slow. Now we have accountability- every president will be expected to talk about why iit is or not moving and what are you going to do about it. Chancellor can keep presidents accountable. Aaron- was at the board meeting lively discussion- why wasn’t disabilities or neuro diverse students part of this design? Our campuses are at 10%. Department 25-30%. We are on a higher trajectory. Faculty says 75%.... Students say 50%. Intersectionality is important. THESE ARE the students we are here to support. Aaron. Hoping to have an interim in place by October board meeting.

**4. Workday**

1. **Update**

MAPE- preface- we did send an email to most everyone. Want to get out as much as I could before today, considering the timeframe that we have. Ask for grace, our people are stressed and overworked and we want to be as honest as we can in this space as possible and hope that you understand it. Appreciate it.

Email was helpful - lot of discussions at cabinet level and actions.

DR. Bailey- thank you. Help implement and ongoing. Acknowledge level of work. Go live has gone better than anticipated. St paul college went well. We experience issues we knew about and didn’t know about . Teams have responded well and we would have two waves…first payroll. 2nd wave-- faculty payroll. We’ve had several conversations- challenges. We need to smooth out MFA and timing out- that has been resolved. We wanted to make sure we understood timeout. Exploring issues around MFA. Exploring issues with security.

VC Davis - Workday went better than I feared. I expected it to work well and it did for the most part. Pleased we didn’t have a bad issue in July. It has been challenging to hire and onboard faculty. Temp and part time, did not receive a paycheck today. If they request an off cycle check ….if not, they will get paid retroactively. They are also working long long long hours- not sustainable. Need to re-engineer some processes. Look for ways to sustainability do the work…beginning of semester is too big of an ask. Tremendous pride by the service center. Beginning to get used to them being super heroes every time, it’s not sustainable. Working through that for now, focus on remaining faculty workload processed for Sept 20th and get into a regular rhythm. Overall not everything we are struggling with is related to WD. Transition to WD has made these processes unfamiliar and re-work. Integrations….. Issues. We need to figure it out. We just key into Semifore. It’s been a challenging transition.

VC Maki - finance- challenges unanticipated with finance. The team that has been working it diligently to resolve issues. That delays other issues, and challenges we’ve trying to figure out. Communicate clearly with priorities. Went live in Juy, swift didn’t work, that caused issues…and all hands on deck. BANK MOBILE on campus--- that integration didn’t work. Pay was delayed a few days. People working on the weekend. Those were tested and didn’t work.

Another issue is that fiscal year 24 closed. Swift closed Aug 16th. There was a flurry to get payments in before it closed. Now the team is focusing on ISRS hard close--- last payroll the team is having issues with the data. Things like that we didn’t anticipate. Operationally- issues we brought forward, Aaron and Ben, their CFO’s are part of the steering committee that helps us to understand what impact is having on the campuses.

-review re-engineer processes, security role, 5 steps now take 11 steps… it’s not an even ….need campus by campus to get controls in place. Access to data to get budget information - huge issues. Example Can’t tell my student clubs how much money they have. The report isn’t simple enough. Reports are overwhelming- what are the 20 best reports we can use…. Not much progress here. The CFO's very concerned about this. MORE direction and training needed for business processes, reconciliation, cash, payroll accounting, job aides were not enough. Some leads have started creating their own…. Financial Aid disbursement.. Additional resources, and training. Working with OCM..we haven’t done a good job, trying to do verbally with CFO’s and we need to resolve this soon. This is a long journey …take a whole year to stabilize Workday. Another example: Ebuilder to manage capital projects to contractors. Manual work around..to pay vendors. Only way we can figure out how to do this is campus by campus, 1 -2 hour work sessions on each campus to figure it out. Not enough people to figure it out. Deadlines and priorities. Lots of outstanding issues.

Nicole - orders come in 3 shipments- WD only allowed to put in 1 payment. You pay per shipment. Won't accept 3 invoices for 1 purchase order. Might need a training issue, things vary at campuses.

MAPE - campuses trying to follow documentation and are having a hard time. If campuses have to go in and create their own documentation. Will this work the same at different campuses??The goal is to create a common goal for all campuses.

Satasha- doing a lot of lessons learned. Observing what’s going on and making a plan. Currently negotiating the SOW Statement of Work- once complete we will start our work with Student. Last semester we wanted to dedicate and pre-plan for Student. We hired Nate Hallanger- the deputy for Student. Build a team around work in ASa, some dedicated to pre-planning. Hope it will really help.

Nate: help to lead and hope to mitigate with Student. Trying to incorporate what has gone well and what hasn’t. Started hearing and have been working on and are in home stretch- thinking about companion projects…we need to use outside of ISRS and incorporate them in the future. Get a handle on what those are? How do they use those tools, and analysis to plan for Student. Eg. Maxient… did an inventory of more than 1,000 items.

2nd part- come up with plans and standardize processes …and standardize as much as possible. Lots of advantages but also a huge challenge.k How much of this systemizing for if WD can do this and how much is our own stuff and how we operate. 30 teams working with Brent Glass-- what are those areas….

MAPE: excited to hear you are diving into it. I work at SO and I'm aware of what is going on. HAVE YOU been sharing those discoveries with boots on the ground now, bc we still have crashes etc , bc maybe that would be helpful. Sharing what you have learned about the processes.

NH: no, we aren’t at the point of saying how that integrates with WD, next step is how do we build that integration into WD

MAPE: Do you find that software helpful?

NH: we’ve heard a number of institutions pick the best product at the time, but the functionality that they are using it at is not the highest

MAPE: WE HEARd that someone did a whole table

SGS: we did hear that

NH: your comments are very helpful, appreciate it

JB: big fan for lessons learned, Academic and Student Affairs Leadership are hearing, listening, have been in a lot of meetings and experiencing what it feels like just to get them ready. Still have rocks, not such big boulders.THanks for feedback, helpful.

NE: turning over to Barb

BG: not going to apologize for emotions, my life is all wd, not one coworker that isn’t affected, many people at their end, since June 1st, haven’t had a day off, working 12 hour days, tired, no end in sight. This is the reality, ppl are tapped out at every single level, level 1 to directors, emotions are high, behaviors are poor, I don’t see it getting better, Director ship level bad behavior, it trickles down, someone who is going to retire soon, Directors and high level people are acting as if they are in that role, not appreciated or helpful, really hard. I want to know from the level I’m at its not. You don’t know the ppl who go home at the end of the day and weep, can't quit, have tenure, plan to retire, no reprieve, have to come to work, dependence on them is so high, it's going to break. I appreciate hearing you understand, I’m telling you we are at the end. I personally dread coming to work . I love my job, I’m good at it and I have good rapport. I'm not alone. People in high level positions are behaving badly and it goes down hill.

Something has to stop, I don’t have a solution, I’m here to tell you this is real. One thing I thought of that could be helpful. Some kind of recognition “you helped me, I want to tell the whole world, thank you so much” Two minutes of reprieve, something, anything.

NE: we have brought up recognition before, hope acknowledgement is important esp from their group. We are willing to come up with solutions, We are going to lose people and then what?

BG: I know there are daily meetings, the info is correct and focusing on the work, but does not’ address the humanity

NE: we know when ppl are stressed, they are disrespecting our people and there is no excuse for that. They’ve made it there for a reason, should know how to handle those situations, but people are being asked to do things, supervisors aren’t emailing employees back. Because they go from meeting to mtg. I have to tell them what to prioritize, but they don’t have time. No availability to discuss issues, there is no time. Everyone is tapped out. There is no safe place for our members to go, including me to talk to someone about stress. We have the call center, but we need the support of supervisors, managers, directors. That is part of their job.

NE: We could probably be further if our people are supported, so we wanted to ask for grace to be candid and honest, because we go further together.

BG: I care a lot and my Sup I put myself at risk to share that and I sincerely hope I gon’ get backlash, but is more important to convey that today, I hope I wouldn't suffer backlash, but it is a possibility

CD:people on this side of the table are communicating that to others, but messages are being conveyed. PPl are working their tails off, I want you to know it is heard. And you will not be retaliated against, we don’t tolerate that and we take it personally, we don't put up with that.

AJ: every june our audit approved for the year, tlake to Nicole last mo, determine error rates. Looking at FY24 look at JUne, July, Aug. OUr aspirational plan is to hae report in jAN DEpending on how well we can get data.

1. **Follow up to email**

**5. Payroll Audit - Fall 2024**

**6. Reallocation Process Update**

 **ED: Reallocations we are aware it takes too long, are not where we should be 130 new requests, overwhelming, Updates: search for 2 vacant positions, both failed, one vacac was resp putting fac on salary schedule. Frustrating for you and us. What we have donne: campus hr directly - offboarding we will audit periodically.**

 **New staff position sare not part of my delegation. Work with University to do 7 pending request in queue. We have some one to do classic comp 2/week, assigned to do oldest reallocations first. Want to offer more mobility positions, ppl with this skill set are in demand, wer are posting for 2 HR positions, good pool and will bring in a 3rd as temporary, Comp management, etc**

**Still open to expanding some delegation to campus, byt need to prepare themselves to do it, but there was a big barrier, so we took classifications and wrot them to Tiers (MA1, min quals rev low, straightforward), learn to get docs, have th min threshold, Tier 2 - (⅔ Level) get more training, etc**

**By lower ing the barrier to entry - more done independantly on coampus**

**Hasn’t been traction, some initial enthusiasm, but campuses don’t want to pay for something they could get free from SO, Campuses don’t have the ability, but need consensus of large group of campuses.**

**NE: summarize taking a couple things like ASF**

**ED: recruiting**

**Brought in mobility from Heath**

**NE: WD, failed searches slowing**

**ED: not true that WD is slowing us down, but credentialing app was not available, new faculty hires were paper process, team hasn’t had time, instructor doesn’t even know what step you are starting at. But it was necessary, asking too much of too few**

**NE wat to reiterate the importance, less ppl, uptick in enrollment, less ppl working to help students succeed. We are partners, our ppl are leaving, our pools are getting smaller. OUr reallocation process, ppl asked to do more with less, requests sit there,no explanation, this is more important now than ever**

**BG: not ust at camupses, but SO. we didn’t get backfills.**

**ED: 100% true, teams that do reallocations may not communicate with the right person, looking for AI solution because requests are incomplete and they go in holding status, justification, comparison PD, don’t have what**

**BG:do the depts know what items they need to support application**

**ED: yes we send links just to remind everybody, all of it taken together is part of the solution**

**7. Tuition Waiver Update**

 **NE:this is a retention item. But the way it is now does not. Still hearing Mape members are being denied, want everyone to know.**

**Said Bemidji and St. Cloud are getting a pass, need to**

**SO: Mape members are exclusively being denied or all?**

**NE: wen we come together, we’ll know, right now the name is deceiving,**

**ED: we have challenges, i did reach out to some, they are proud they are doing it. St. cloud has 5 right now - 2 in mape. I had someone approved for Doctorate at Metro st**

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**8. Performance Evaluations Update**

 **Will always be on the agenda until everyone is getting them**

**SO will have convo with presidents about accountability**

**BG: SO too, haven’t had one in 7 yrs.**

**NE: need it to get higher positions**