

Minot State University
Strategic Planning and Budget Council
April 25, 2019
Recommendations to President's Staff

Members present: Laurie Geller (Chair), Cari Olson, Teresa Loftesnes, Mike Linnell, Jacek Mrozik, Katie Tyler, Deb Kinzell, Jay Wahlund, Linda Cresap, Ann Beste-Guldborg, DeVera Bowles, Nicole Thom-Arens, Warren Gamas

Members absent: Aaron Richard

Members not included: Brent Winiger, Kevin Harmon, Andy Carter

On April 4, 11, and 12, 2019, 50 departments presented their annual budgets and additional requests to President's Staff. As part of their presentations, they were asked to explain how their requests directly related to the advancement of the [Strategic Plan](#). They were also asked to discuss ideas for costs savings or controls in their areas. (See 2/25/2019 email from Deb Wentz on behalf of Brent Winiger.)

MSU Strategic Plan: Empowering Generations

Goal 1: Excellence in Education

Goal 2: Recruit and Enroll

Goal 3: Retain and Graduate

Goal 4: Vibrant and Inclusive campus

Goal 5: Community Engagement & Partnerships

Goal 6: Creative and Engaged Faculty and Staff

As part of the [annual budget process](#), the Strategic Planning and Budget Council (SPBC) reviewed and rated all budget requests for the 2019-2020 fiscal year. To accomplish this task, three members of the SPBC were assigned to each department. Each SPBC member reviewed about 13 departmental presentations and budgets. To facilitate and document this process, the presentations were recorded when the equipment cooperated. The schedule of presenters and reviewers is located in the Appendix. Each reviewer rated the budget requests of their assigned departments using the rating scale in Table 1. All but one criteria in Table 1 were provided by Faculty Senate and Staff Senate and later connected to the Strategic Plan. (For more see [Closing the Loop on MSU Planning, Budgeting, and Assessment](#).) Ratings were collected electronically using Microsoft Forms.

On April 15, 16, 17 and 18, the committee (without President's Staff members except Laurie Geller) met multiple times to discuss the budget requests. At the initial April 15 meeting, the committee discussed themes they were identifying in the requests and suggested moving forward both generally and specifically.

During the days that followed (April 16, 17, and 18), SPBC discussed each request. Some requests clearly sought new money, while others requested retention of current funds. In some cases, the funding requested was mandatory for continuation of the program (for example, funding of an accreditation visit). The SPBC members sought to create a list of its top 10-20 specific requests as well as identify more general suggestions, like creating a rotation and funds for computers/technology, creating a plan

for facilities/plant upgrades, etc. Areas that did not request additional funds were noted but were not prioritized. Requests that seemed like a no-brainer were identified as well. On April 16, Athletics was asked to provide cost estimates for their requests, to order the items in terms of highest to lowest priority, and to indicate each item’s connection to the Strategic Plan. The SPBC reviewed their requests again upon receiving that information. The same information was needed for Facilities Management, but a recommendation below addresses this need. Finally, at the April 18 meeting, members ordered the top requests into top priority, high priority, medium priority, and low priority. A summary of the SPBC’s recommendations follows.

Table 1: Budget Presentation Connection to Strategic Plan Rating Scale

Criteria	1= No Justification	2 = Not Connected	3 = Limited Connection	4 = Connected	5 = Strongly Connected
Request supports and/or prioritizes an increase in student enrollment and/or retention at MSU (Goals 2 & 3).					
Request supports initiatives that improve the quality of student learning and/or student experiences at MSU (Goals 1 & 4).					
Request supports and/or prioritizes community engagement and partnerships . (Goal 5).					
Request prioritizes professional development and/or compensation/benefits for faculty and staff. (Goal 6).					
Request prioritizes physical plant upgrades (Goal 4).					
SPBC reviewer comments relating to budget item/presentation. Reviewer should consider if presentation addressed cost savings or controls.					

Recommendations

The requests that rose to the top are listed in Table 2. Their connections to the Strategic Plan, costs, and level of priority are provided.

As mentioned above, some requests seemed like they must happen or would happen regardless. For example, background checks are required under NDUS policy; therefore, Minot State must fund them. The tunnel to Model Hall must be fixed or else the building won’t have heat if the tunnel collapses. Expenses related to program accreditation and compliance (e.g., Communication Disorders) must be funded. In some cases, SPBC members suggested other ways requests might be funded. For example, donations or sponsors might support furniture for Minot State apartments, or additional partnerships might increase support for mental health services. Grant funding could be investigated for equipment support.

Finally, the SPBC could not make decisions about some requests. These requests constitute repeated requests, or themes, occurring across the programs; these requests are listed below. In some cases,

enough information and evidence was provided in the budget workbook and presentation to make a recommendation, and other times, evidence was insufficient. The SPBC recommends additional request and review processes be created for these items in the future (see below).

- Equipment and technology
- Facilities/physical plant
- Space
- Salary equity/compensation
- Stipends and overloads budget
- New academic and co-curricular programs
- New positions
- Overall campus structure
- Prioritizing current programs
- Professional development
- Budget Cuts

For equipment, technology, and facilities/physical plant requests, the SPBC recommends a long-term plan be created no later than July 1 that would prioritize requests years into the future and would also include all existing requests that have been made. Common requests included faculty and staff computers, computer labs upgrades, and general building upkeep such as paint, carpet, and furniture.

For salary, stipends, and overloads, the SPBC could not make recommendations in these areas; it could not determine if someone's salary is fair, if their workload is appropriate, or if stipends are justified. The SPBC recommends existing committee and administrative structures be used to review and make recommendations regarding those requests. Those existing structures include Faculty Senate Budget and Salary Committee, Staff Senate Budget and Salary Committee, Human Resources, and Minot State's executive team. SPBC could be the final review before approval of such requests to verify alignment with the Strategic Plan.

The SPBC believes new academic and co-curricular program requests, new positions, space requests, and other related requests should be brought before the committee and vetted before proceeding (if approved). The SPBC will develop a process for such requests in the future. The SPBC can also assist with program prioritization and budget cuts.

In preparation for the next cycle of budget requests in fall 2019, the SPBC will continue to meet weekly through summer 2019, as available, to discuss a plan to develop processes of review for the areas mentioned above and to align the above areas to the Strategic Plan.

Table 2: Top Budget Requests

Request	Strategic Plan	Cost	Priority
Fund a director of sponsored programs - L. Geller, Academic Affairs - B. Askvig, NDCPD	Goal 6, Objective 3 <i>Empower faculty and staff to seek and secure external funding</i>	\$100,000	Top
Move Mike W. to 100% (\$8000) and fund the larger software requests (\$5000) - G. Rabe, Criminal Justice	Goal 1, Objective 3 <i>Integrate high-impact practices across the curriculum to provide relevant and meaningful experiences.</i> Goal 2, Objective 1 <i>Support student recruitment to increase enrollment.</i> Goal 3, Objective 2 <i>Offer opportunities for career and major exploration.</i> Goal 5, Objective 1 <i>Cultivate and maintain mutually beneficial relationships with academic partners.</i> Goal 5, Objective 2 <i>Build valuable community partnerships</i> Goal 6, Objective 1 <i>Support and value commitment to teaching, scholarship, and service.</i>	\$13,000	Top
Fund LC-MS for medicinal plant chemistry *Seek partnerships and private dollars where possible. - B. Crackel, Science	MSU's Vision statement: <i>deliver a high-quality education, prepare students and the institution for evolving social and technological challenges, inspire scholarship and creative activity, and empower graduates with professional expertise</i> Goal 1 <i>Offer high-quality academic opportunities to meet educational needs.</i> Goal 2 <i>Increase student enrollment and improve student support services.</i> Goal 3 <i>Support and increase student retention and graduation.</i>	\$125,000- \$150,000	Top
Fund new microscopes - A. Deufel, Biology	Goal 1 <i>Offer high-quality academic opportunities to meet educational needs.</i> Goal 6, Objective 1 <i>Support and value commitment to teaching, scholarship, and service.</i>	\$14,000	Top
Fund existing open positions. - Music education - Management information systems - Nursing (position not filled in 2018-2019) - Accounting (audit specialist).	Vision: <i>Deliver high-quality education where, when, and how it is needed to a diverse, multi-generational student population.</i> <i>Prepare students and the institution for the evolving social and technological challenges of the world.</i> <i>Inspire scholarship and creative activity among students, faculty, and staff.</i> <i>Empower graduates with a distinctive combination of professional expertise and broad-based education to support varied careers and productive lives.</i> Goal 1 <i>Offer high-quality academic opportunities to meet educational needs.</i>	\$0	Top
Fund Early Childhood Education position *Try to secure Head Start contracts or partnerships - T. Eckmann, Teacher Education and Kinesiology	Goal 1, Objective 2 <i>Offer curricular and co-curricular programs supporting diverse, multigenerational learners.</i> Goal 2, Objective 1 <i>Support student recruitment to increase enrollment.</i> Goal 5, Objective 2 <i>Build valuable community partnerships</i>	\$70,000	High
Fund restructuring of administration	Vision:	Up to \$300,000	High

<p>*Consider deans, enrollment, marketing, etc. - L. Geller, Academic Affairs</p>	<p><i>Deliver high-quality education where, when, and how it is needed to a diverse, multi-generational student population.</i> <i>Prepare students and the institution for the evolving social and technological challenges of the world.</i> <i>Inspire scholarship and creative activity among students, faculty, and staff.</i> <i>Empower graduates with a distinctive combination of professional expertise and broad-based education to support varied careers and productive lives.</i></p>	depending on approach	
<p>Fund Historical Abstracts and increased costs of subscriptions *Find a way to share with NDUS libraries - library consortium. - J. la Plante, GBO Library</p>	<p>Goal 1, Objective 2 <i>Offer curricular and co-curricular programs supporting diverse, multigenerational learners.</i> Goal 1, Objective 3 <i>Integrate high-impact practices across the curriculum to provide relevant and meaningful experiences.</i> Goal 6, Objective 1 <i>Support and value commitment to teaching, scholarship, and service.</i></p>	\$16,000	High
<p>Fund cybersecurity position (up to \$120,000) and lab (\$30,000) * Explore the possibility of cybersecurity funding from the chancellor and/or private entities, grants, etc. - S. Kast, Math & Computer Science</p>	<p>Goal 1 <i>Offer high-quality academic opportunities to meet educational needs.</i> Goal 2 <i>Increase student enrollment and improve student support services.</i> Goal 3 <i>Support and increase student retention and graduation</i></p>	\$30,000-\$150,000	High
<p>Fund Raptor Net Price Calculator software. *Maybe cost share if possible with Enrollment - L. Weber, Financial Aid</p>	<p>Goal 2, Objective 1 <i>Support student recruitment to increase enrollment.</i> Goal 2, Objective 2 <i>Effectively and efficiently transition new students</i> Goal 3, Objective 3 <i>Maximize financial support.</i></p>	\$6,000-\$7,500	Medium
<p>Fund DocuSign - B. Winiger, Finance and Administration - M. Wachtfogel, HR</p>	<p>Goal 2, Objective 2, Action Item 3 <i>Automate common workflow processes to increase efficiency, improve response times, and reduce paper processes.</i> Goal 4, Objective 3 <i>Operate the University Physical Plant effectively and efficiently to serve students, faculty, staff and campus visitors</i></p>	\$20,000	Medium
<p>Fund digital marketing (\$41,000) - T. Loftesnes, Marketing</p>	<p>Goal 2 <i>Increase student enrollment and improve student support services.</i> Goal 3 <i>Support and increase student retention and graduation.</i></p>	\$41,000	Medium
<p>Fund Amanda D.'s salary with appropriated salary (\$14,000) and fund remaining portion of Amanda D.'s position (\$1000) - T. Loftesnes, Marketing - M. Linnell, University Communications</p>	<p>Goal 2 <i>Increase student enrollment and improve student support services.</i> Goal 3 <i>Support and increase student retention and graduation.</i></p>	\$15,000	Medium
<p>Fund drafting desks - B. Harbort, Humanities</p>	<p>Goal 1, Objective <i>Develop strategic assessment and budgeting processes for campus.</i> Goal 1, Objective 2 <i>Offer curricular and co-curricular programs supporting diverse, multigenerational learners</i> Goal 2, Objective 1 <i>Support student recruitment to increase enrollment.</i></p>	\$20,000	Medium

	<p>Goal 2, Objective 2 <i>Effectively and efficiently transition new students</i></p> <p>Goal 3, Objective 2 <i>Offer opportunities for career and major exploration.</i></p>		
<p>Phase out Emerging Scholars in future years</p> <p>- J. Mrozik, Center for Extended Learning</p>	<p>Savings of \$50,000-\$75,000</p>	<p>(\$50,000-\$75,000)</p>	<p>Medium</p>
<p>Fund additional \$5000 for marketing</p> <p>- J. Mrozik, Graduate School</p>	<p>Goal 2 <i>Increase student enrollment and improve student support services.</i></p>	<p>\$5,000</p>	<p>Low</p>
<p>Fund the remaining cost of risers</p> <p>- E. Anderson, Music</p>	<p>Goal 1 <i>Offer high-quality academic opportunities to meet educational needs.</i></p> <p>Goal 2 <i>Increase student enrollment and improve student support services.</i></p> <p>Goal 4 <i>Promote and support a vibrant and inclusive campus community.</i></p> <p>Goal 5 <i>Foster and grow collaborative partnerships and community engagement</i></p> <p>Goal 6 <i>Support and value faculty and staff.</i></p>	<p>\$6,000</p>	<p>Low</p>
<p>Fund increased costs of travel</p> <p>- A. Carter, Athletics</p>	<p>Goal 1 <i>Offer high-quality academic opportunities to meet educational needs.</i></p> <p>Goal 4 <i>Promote and support a vibrant and inclusive campus community.</i></p> <p>(Student experience)</p>	<p>\$50,000</p>	<p>Low</p>

Appendix

Schedule of 2019-2020 Budget Presentations and SPBC Reviewers

**2019-2020 Budget Presentations
Jones Room, 3rd floor Administration Building**

Time / Date	Thursday, April 4, 2019	Reviewers	Thursday, April 11, 2019	Reviewers	Friday, April 12, 2019	Reviewers
8:00						
8:15	C. Barney - Severson Entrepreneurship Academy	Cari Nicole Mike				
8:30	L. Dooley - Title IX	Cari Nicole Mike			B. Winiger - Finance and Administration	Jay Deb Mike
8:45	B. Crackel - Science	Cari Nicole Mike			B. Smith - Facilities Management	Jay Deb Mike
9:00	H. Pedersen - Special Education	Cari Nicole Mike			J. Smestad - Honors Program	Jay Deb Mike
9:15					G. Withus/D. Olson - Information Technology	Jay Deb Mike
9:30	V. Michels - Addiction Studies, Psychology, and Social Work	Cari Nicole Mike			S. Kast - Math & Computer Science	Jay Deb Linda
9:45	A. Deufel - Biology	Cari Nicole Mike			B. Askvig - NDCPD	Mike Deb Linda
10:00	INBRE Grant	Cari Nicole Mike			G. Orluck - Safety and Security	Nicole Deb Linda
10:15	R. Hedberg - Foundation and Alumni	Cari Nicole DeVera			E. Anderson - Music	Nicole Deb Linda
10:30	M. Linnell - University Communications	Cari DeVera Ann			J. laPlante - GBO Library	Jay Deb Jacek
10:45	D. Wald - Publications and Design	Linda Ann DeVera	E. Klimpel - Access Services	Linda Jay Jacek	L. Bertsch - Career Center	Deb Jay Jacek
11:00	T. Loftesnes - Marketing	Cari Ann Nicole	L. Geller - Academic Affairs	Warren Katie Teresa	M. Wachtfogel - Human Resources	Jay Deb Jacek
11:15	K. Harmon - Student Affairs	Cari Ann Jacek	C. Olson - Institutional Research	Warren Katie Teresa	E. Kana - Academic Affairs and Teacher Education Unit	Mike Jay Linda
11:30	K. Tyler - Enrollment	Cari Ann Jacek	T. Eckmann - Teacher Education and Kinesiology	Katie Teresa Linda	B. Odahlen - Center for Engaged Teaching & Learning	DeVera Jay Jacek
11:45			A. Beste-Guldborg - Communication Disorders	Warren Katie Teresa		

Time / Date	Thursday, April 4, 2019	Reviewers	Thursday, April 11, 2019	Reviewers	Friday, April 12, 2019	Reviewers
12:00						
1:00	R. Kibler - Humanities	Ann Teresa Cari	N. Roed - Nursing	Jacek Katie Teresa		
1:15	B. Harbort - Humanities	Ann Teresa Linda	D. Ringrose - Social Science	Warren Katie Teresa		
1:30	P. Brekke - Wellness Center	Ann Teresa DeVera	G. Rabe - Criminal Justice	Warren Katie Teresa		
1:45	M. Fettig - Student Health	Ann Teresa DeVera	L. Weber - Financial Aid	Warren Katie DeVera	J. Watson - Business Office	Jay Jacek DeVera
2:00	A. Heitkamp - Veterans Center	Ann Teresa DeVera	L. Claerbout - International Programs	Warren Katie Linda	L. Willoughby/J. Wahlund - College of Business	Deb DeVera Nicole
2:15			R. Ringham - Registrar	Warren Katie Linda	L. Willoughby/J. Wahlund - College of Business	Deb DeVera Nicole
2:30	J. Mrozik - Graduate School & Center for Extended Learning	Ann Teresa DeVera	L. Perzinski/A. Hughes - Student Activities	Warren Katie Linda		
2:45	J. Mrozik - Graduate School & Center for Extended Learning	Ann Teresa DeVera	D. McCall - Residence Life	Warren Jacek Katie		
3:00	A. Carter - Athletics	Ann DeVera Jacek	A. Mennem - Native American Cultural Center	Warren Katie Jacek		
3:15			H. Major - POWER Center/ TRiO	Warren Linda Ann		
3:30			H. Major - POWER Center/ TRiO	Warren Linda Ann		