

Minot State University Strategic Planning and Budget Council January 14, 2021

2021-2022 Budget Recommendations to President's Staff

On December 3, 7, and 8, 2020, academic and non-academic units presented their 2021-2022 budget requests to President's Staff and members of Strategic Planning and Budget Council (SPBC) via Teams video conference meetings as part of the <u>annual budget process</u>. Areas that did not request additional funds did not present at the request of SPBC. The schedule of presentations is included in <u>Appendix A</u>.

As part of the budget request process, Brent Winiger, VPAF provided instructions in the budget workbooks, which included the following statements:

Request adjustments to budget line items in the tab provided. Because little additional funding is anticipated for next fiscal year, please only request additional budgets and positions that will result in significant contributions to the University's Strategic Plan and desired departmental/divisional outcomes. Provide rationale for adjustments in the space provided. Please note any positions that will not be needed in FY '22. Please also note any anticipated retirements and any corrections to the provided data. Don't bother with estimating salaries or benefit costs unless you are requesting a change to an individual's term or FTE. Provide justification if that is the case. There is no need to request salary equity adjustments in this workbook as the Strategic Planning and Budget Council does not review those requests in their deliberations. (Salary equity is reviewed annually by University Administration and handled as a separate process.)

Technology, Capital/One-Time and Space Needs requests are on a separate tab. Please provide justifications in the spaces provided. These requests are for items greater than \$500 that would normally not come out of your operating budgets. Specific instructions have been provided on the capital & one-time tab.

In addition, Laurie Geller, VPAA emailed presenters on December 1, 2020 to ask them to send their presentations to her and to prompt them to the <u>Annual Budget Presentations site</u> with the schedule of budget presentations and other information (see <u>Appendix B</u>). In that email, Geller indicated SPBC would use the following criteria to rate all budget requests:

- 1. Relevance or connection to the Strategic Plan
- 2. Potential to increase enrollment
- 3. Potential to increase retention
- 4. Criticalness for safety, security, or sustainability

Members of SPBC reviewed and rated all budget requests for the 2021-2022 fiscal year. To accomplish this task, at least three members of SPBC were assigned to each presentation (see <u>Appendix A</u>). The

schedule of presenters and reviewers, budget workbooks, presentation files and handouts, and recordings of the presentations were <u>posted online</u> and were accessible to all Minot State faculty, staff, and students. Each reviewer rated the budget requests of their assigned departments using the <u>online</u> <u>evaluation form</u> created by SPBC. Each request was categorized by type (e.g., operating, new position, technology, capital and one-time, space, new programming, or other). In addition, each request was rated using the four criteria on a 4-point scale in which 0 = none, 1 = low, 2 = medium, and 3 = high. Reviewers could provide comments and indicate whether they thought the request was absolutely essential or not. A copy of the online evaluation form is included in <u>Appendix C</u>.

On December 15-18 and 21, the committee met seven times for over 15 hours to discuss approximately 120 budget requests. Moving one by one through each item, notes were made, average criteria ratings were calculated, and a priority (high, medium, or low) was assigned. SPBC did not rank order the requests. Table 1 includes those requests rated high. Complete details are provided in the spreadsheet that includes all reviewer comments and ratings.

Athletics failed to submit a budget workbook. They anticipate additional costs but do not yet know those amounts. In all fairness and transparency to the rest of campus who participated in the budget request process, Athletics should submit a budget workbook for review prior to funding allocation.

Finally, SPBC suggests and notes the following:

- 1. Minot State should immediately establish a space committee to review and make recommendations about all space requests.
- 2. SPBC should include a member from Athletics.
- 3. All presentations should include cost savings initiatives in the future.
- 4. Overall budget analysis in each department is needed.
- 5. Minot State needs to increase faculty, staff, and student awareness about the campus's financial situation.
- 6. SPBC needs data on load reports, credit production, adjunct use, etc. to help it make better, more informed decisions.
- 7. Minot State prepares students for multiple careers and challenges. It also provides cultural experiences for students and the community that are difficult to quantify. If we value those experiences, then we need to continue to support them in a strategic and thoughtful manner.

Notes from the meetings are included in Appendices D, E, F, G, and H.

SPBC members include:

Laurie Geller, VPAA (co-chair, non-voting) Brent Winiger, VPAF (co-chair, non-voting) Jacek Mrozik, Associate VP Cari Olson, Director of Institutional Research Teresa Loftesnes, Director of Marketing

Katie Tyler, Director of Enrollment Services

Staff

Mike Linnell Deb Ringham

Students

Jorge Talamentes Baez

Cole Brose

Faculty

College of Business Nicole Wald

Linda Cresap

College of Education and Health Sciences

Ann Beste-Guldborg

Warren Gamas

College of Arts and Sciences

DeVera Bowles

Darren Seifert

Table 1. Top 2021-2022 Budget Requests

Department, Area, or Division	Type of Request	Description	Overall Rating	Cost	Comments from SPBC
Communication Disorders	Capital and One-Time	Funding for Symbiosis design help for online courses	High	\$150,000	Good idea. Do this in phases - undergraduate and then graduate. We generally support it if we can find the funds to support it. It should help recruiting, retention, student satisfaction, etc. Subject to strategic plan and other items that need clarified. Look for alternative funding. Part of other plan to increase enrollment.
Communication Disorders	New Position	4 positions to 11 month to cover required graduate summer courses and clinic	High	\$45,654	Fund. Dollars are being spent anyway. Approximately same cost as current expense.
Communication Disorders	New Position	Additional admin assistant to run media center and support additional clinicals	High	\$49,000	Eliminate part-time position and use media center personnel funds to help support this. Self-sustaining assuming additional students.
Communication Disorders	New Position	2 new faculty to expand online and certificate programs	High	\$200,000	If possible, phase in faculty - one per year. Self-sustaining assuming additional students.
Nursing	Capital and One-Time	Simulation Space Renovation	High	\$100,000	Fund.
Nursing	New Position	Additional Simulation Assistant/Admin Assistant	High	\$60,000	Fund.
Nursing	Operating	Additional funding for PPE for 2021-2022	High	\$15,000	Fund it the best we can.
Nursing	Space	Additional Classroom/Office	High	\$100,000	Space committee needs to evaluate.
Finance and Administration	Capital and One-Time	Improve drainage in Administration parking area	High	\$250,000	Fund. This is a safety issue.
Finance and Administration	Capital and One-Time	Lighting	High	\$13,000	Fund. Checking on grant funding.
Finance and Administration	Capital and One-Time	Robotic Lawn Mower	High	\$6,000	Fund. Checking on grant funding.
Finance and Administration	Capital and One-Time	Security cameras upgrades	High	\$15,000	Fund. Checking on grant funding.
Finance and Administration	Operating	Increase maintenance budget closer to actuals	High	\$50,000	Fund it. We don't really have any other option.

Department, Area, or Division	Type of Request	Description	Overall Rating	Cost	Comments from SPBC
Finance and Administration	Technology	DocuSign	High	\$50,000	Fund. An assessment of campus use would be helpful. We could require it to reduce paper, toner, and postage. As long as there is training, it makes sense.
Finance and Administration	Technology	Rotating computer fund	High	\$150,000	Fund all or part of it. Create a process and rotation for new computers. Have George evaluate and then decide.
Social Science	Capital and One-Time	GIS workstations	High	\$4,950	Needed for current class offerings. Student tech fees might pay for it.
Social Science	New Position	Renewal of Dr. Hoffman's position	High	-\$25,000	Fund. No money lost by filling the position; some is saved. Continuation of existing position - cost savings with new hire
Teacher Education Unit	Operating	Increase in amount for cooperating teachers	High	\$7,500	We need to study this and determine best practice for consistency. See what others in the state are doing. Have Erik Kana do that and then decide how much to increase these salaries.
POWER Center/ TRiO	Operating	University match for the federal grant	High	\$90,000	We must have this to support the grant. A study of the Center's use would be helpful.
Special Education	New Position	Faculty: a) move Putnam from 80% special contract to 100% permanently (\$4000), b) add a full-time tenure track position (\$80,000).	High	\$84,000	High pending more information.
GBO Library	Operating	Ongoing Subscription Inflation Increase	High	\$10,333	Fund the increase or else we risk losing existing resources.
Recruit and Enroll Team / SEM	New Position	Transfer Specialist Admissions Counselor within Enrollment Services	High	\$60,000	Ask Katie which position she needs more - transfer admissions specialist or recruiter?
Enrollment and Admissions	New Position	Recruiter	High	\$60,000	SPBC recommends another recruiter be added to Enrollment and Admissions. That unit is down three positions. Ask Katie which position she needs more - transfer admissions specialist or recruiter?
Academic Affairs	Operating	Assessment Director	High	\$10,000	Fund. Needed for HLC and institution quality. Cost in 2022-

Department, Area, or Division	Type of Request	Description	Overall Rating	Cost	Comments from SPBC
					2023 will increase to a fulltime director position (at least \$100,000).
Academic Affairs	Technology	Zoom Software	High	\$25,000	See what NDUS does, but try to fund. We need to fund some kind of teleconferencing software campus wide. An assessment would be helpful to inform that process for the long term.
College of Business	New Position	COB New Positions - Management Faculty position (replacement for G. Ross)	High	\$100,000	Fund one position - Gary Ross line. (Management). Additional analysis is needed on all positions.
College of Business	Operating	IACBE maintenance \$12,000 total; need additional \$2000	High	\$2,000	Wait and see if additional \$2000 is needed. Cost depends on number of students taking the Peregrine exam and may not exceed the \$2K. Cover the expense if needed.
College of Business	Operating	IACBE site visit \$2,500	High	\$2,500	VPAA will pay for site visit.
Wellness Center	New Position	Move custodian to appropriated dollars	High	\$50,000	Fund half of the position now and evaluate over time. Not much choice.
Biology	Equipment	Request 2nd Autoclave as backup and to address overuse of first one	High	\$10,000	Seek reconditioned or smaller model as backup. Maybe EPSCoR equipment funding (or other grants) could pay for this.
Biology	New Position	Restore open position with Animal Physiologist/Wildlife biologist position	High	\$80,000	See biology justification
Addiction Studies, Psychology, and School Psychology	New Position	School Psych faculty	High	\$200,000	Two faculty positions needed per accreditation
Addiction Studies, Psychology, and School Psychology	Operating	Psychology Assessment Kits \$5,903	High	\$5,903	Can a program fee be added to cover this? Can it be included in the department's budget or at least some of it? It is an every-other-year expense. Do students return them or keep them? What part should students pay?
Northern Plains Writing Project	Operating	Northern Plains Writing Project \$24,000	High	\$24,000	Fund. It brings students to MSU, and it is a niche program. Self-sustaining.

Department, Area, or Division	Type of Request	Description	Overall Rating	Cost	Comments from SPBC
Math & Computer Science	New Position	Cybersecurity position (for 2022-2023)	High	\$125,000	Consider collaboration or consolidation of cybersecurity programs in CSci and CoB.
Math & Computer Science	New Position	Math Education Position - Replace Nilsen	High	-\$75,000	Concerns about not having a math education expert in the department and accreditation. Use Scott's plan: Have J. Sherman fill Nilsen's position and use adjuncts for other courses, which saves most of Nilsen's salary and benefits.
Marketing	New Position	Web Content Specialist \$66,000	High	\$66,000	Fund. We need a good website to recruit and retain students and to communicate information to others. We may need to offer more depending on the duties of the position.
Marketing	Operating	Increase in student employee pool \$1200	High	\$1,200	If operating budget request is funded, then the \$1200 student employee funds are not needed.
Marketing	Operating	Marketing Operating Budget increase \$113,305	High	\$113,305	Fund. Include department requests for marketing on top of this request.
				\$2,285,345	Total

Appendix A

Schedule of 2020-2021 Budget Presentations and SPBC Reviewers

			2021-2022 Budget Pre Teams Meetin			
Time / Date	Thursday, Dec. 3, 2020 - Presenters	Thursday, Dec. 3, 2020 - Reviewers	Monday, Dec. 7, 2020 - Presenters	Monday, Dec. 7, 2020 - Reviewers	Tuesday, Dec. 8, 2020 - Presenters	Tuesday, Dec. 8, 2020 - Reviewers
8:30			NDCPD (Askvig)	Cari Olson, DeVera Bowles, Teresa Loftesnes		
8:45			SPED (Pedersen)	Cari Olson, DeVera Bowles, Teresa Loftesnes		
9:00			Library (la Plante)	Cari Olson, DeVera Bowles, Teresa Loftesnes		
9:15			Performing Arts (Anderson)	Cari Olson, Linda Cresap, Teresa Loftesnes		
9:30						
9:45			Science (Schmidt)	Cari Olson, Linda Cresap, Jacek Mrozik		
10:00						
10:15						
10:30						
10:45						
11:00			Nursing (Warren)	Cari Olson, Katie Tyler, Linda Cresap		
11:15			Teacher Education Unit (Kana)	Cari Olson, Katie Tyler, Linda Cresap		
11:30			POWER (Major)	Cari Olson, Katie Tyler, Linda Cresap		
11:45			Academic Support Center (Odahlen)	Cari Olson, Katie Tyler, Linda Cresap		
12:00						
1:00	Comm Disorders (Beste- Guldborg)	Cari Olson, Katie Tyler, Warren Gamas, Cole Brose			Native American Center (Mennem)	Cari Olson, Katie Tyler, Nicole Wald
1:15	Biology (Lepp)	Cari Olson, Katie Tyler, Warren Gamas, Cole Brose			Art/Broadcasting (Harbort)	Cari Olson, Katie Tyler, Nicole Wald
1:30	VPAF (Winiger) Including ITC, Security,	Cari Olson, Katie Tyler, Warren Gamas, Jacek			Interdisciplinary Studies (Webster)	Cari Olson, Katie Tyler, Nicole Wald, Jorge Talamantes Baez
1:45	Facilities, Business Office, HR, Fin. Aid	Mrozik, Cole Brose			Wellness Center (Brekke)	Cari Olson, Katie Tyler, Nicole Wald, Jorge Talamantes Baez
2:00	VPAA (Geller)	Cari Olson, Katie Tyler, Warren Gamas, Cole Brose	Looyenga Leadership Center (Sturm)	Mike Linnell, Deb Ringham, Jacek Mrozik	Social Science (Ringrose)	Cari Olson, Nicole Wald, Mike Linnell, Jorge Talamantes Baez
2:15					Athletics (Carter)	Cari Olson, Nicole Wald, Jacek Mrozik, Jorge Talamantes Baez
2:30			BADM/BIT/Accounting & Finance	Katie Tyler, Darren Seifert,	Recruit and Enroll / SEM (Harmon)	Cari Olson, DeVera Bowles, Mike Linnell, Jorge Talamantes Baez
2:45			(Willoughby/Wahlund)	Deb Ringham	NP Writiing Project (Kibler/Conn/Stinson)	Cari Olson, DeVera Bowles, Mike Linnell
3:00			Marketing (Loftesnes)	Katie Tyler, Darren Seifert, Deb Ringham		
3:15			Publications/Design (Wald)	Katie Tyler, Darren Seifert, Deb Ringham		
3:30			Math/Comp Science (Kast)	Katie Tyler, DeVera Bowles, Deb Ringham		
3:45			Add.Studies/Psych (Markel)	Cari Olson, Linda Cresap, Mike Linnell		

Appendix B

Email from Laurie Geller, VPAA

From: Geller, Laurie

Sent: Tuesday, December 1, 2020 3:09 PM

To: Beste-Guldborg, Ann; Lepp, Paul; Winiger, Brent; Geller, Laurie; Askvig, Brent; Pedersen, Holly; Laplante, Jane; Anderson, Erik; Markel, Paul; Warren, April; Kana, Thomas; Major, Holly; Odahlen, Beth; Sturm, James; Willoughby, Lori; Wahlund, Jay; Loftesnes, Teresa; Wald, Doreen; Kast, Scott <scott.kast@minotstateu.edu>; Mennem, Annette; Bill Harbort

Stinson, Samuel <samuel.stinson@minotstateu.edu>; Conn, Daniel; Ringrose, Daniel; Carter, Andrew; Harmon, Kevin

Cc: Cresap, Linda; Beste-Guldborg, Ann; Gamas, Warren; Bowles, DeVera; Linnell, Michael; Ringham, Deborah; Tyler, Katie; Loftesnes, Teresa; Olson, Cari; Mrozik, Jacek; Seifert, Darren; Wald, Nicole; Brose, Cole; Winiger, Brent; Talamantes Baez, Jorge

Subject: More Information about Budget Presentations

Good afternoon,

Thank you for signing up for a 2021-2022 budget presentation. The Strategic Planning and Budget Council will use the following criteria to rate your budget request:

- Relevance or connection to the Strategic Plan
- Potential to increase enrollment
- Potential to increase retention
- Criticalness for safety, security, or sustainability

Please take these criteria into consideration when planning your presentation and remarks. Also, please keep your presentation focused on the request and its rationale.

After all the requests have been heard, the SPBC will meet to review its ratings, discuss each request, and send their final recommendations to President's Staff for its consideration. This information will be shared with the campus as well.

Finally, please send any handouts or presentation slides to me so I can make them available to the Strategic Planning and Budget Council (SPBC) and to the campus. Links to the schedule, all documents, and Teams meetings are being posted to **this site**.

Thanks, and please let me know if you have questions.

Laurie

Laurie Geller, Ed.D. Vice President for Academic Affairs Minot State University 701-858-3310

Appendix C

Strategic Planning and Budget Council 2021-2022 Budget Request Evaluation Form

Please respond to the items below to evaluate each individual budget request. Thank you for being part of this important process.

1. Select the department, area, or division.

Select your answer

- A. Beste-Guldborg Communication Disorders
- P. Lepp Biology
- B. Winiger Finance and Administration
- L. Geller Academic Affairs
- B. Askvig NDCPD
- H. Pedersen Special Education
- J. la Plante GBO Library
- E. Anderson Performing Arts
- B. Schmidt Science
- P. Markel Addiction Studies, Psychology, and School Psychology
- A. Warren Nursing
- E. Kana Teacher Education Unit
- H. Major POWER Center/TRiO
- B. Odahlen Academic Support Center
- J. Sturm Looyenga Leadership Center
- L. Willoughby/J. Wahlund College of Business
- T. Loftesnes Marketing
- D. Wald Publications and Design
- S. Kast Math & Computer Science
- A. Mennem Native American Cultural Center
- B. Harbort Art, Broadcasting, and Professional Communications
- J. Webster Interdisciplinary Studies
- P. Brekke Wellness Center
- R. Kibler/S. Stinson/D. Conn Northern Plains Writing Project

1/6/2021

- D. Ringrose Social Science
- A. Carter Athletics
- K. Harmon Recruit and Enroll Team / SEM

Other

2.Indicate the type of request.

Select your answer

Operating

New Position
Capital and One-Time
Space
Technology
New programming
Other

3.Describe the request (e.g., new computer lab or additional faculty member for Early Childhood program). (NOTE: If I can tailor this to the specific requests, that would be helpful, but we will see.)

4.Rate the request's relevance or connection to the Strategic Plan.

Select your answer

- 3 = high
- 2 = medium
- 1 = low
- 0 = none

5.Rate the request's potential to increase enrollment.

Select your answer

- 3 = high
- 2 = medium
- 1 = low
- 0 = none

6.Rate the request's potential to increase student retention.

Select your answer

- 3 = high
- 2 = medium
- 1 = low
- 0 = none

7.Rate the request's level of criticalness for safety or security or sustainability.

Select your answer

- 3 = high
- 2 = medium
- 1 = low
- 0 = none

8.Indicate the amount of the request in dollars.

Select your answer

Less than \$500

\$500-\$1999

\$2000-\$4999

\$5000-\$9999

\$10,000-\$19,999 \$20,000-\$49,999 \$50,000-\$99,999 \$100,000 or more

9.Is the request absolutely essential?

Select your answer

Yes

No

10.Indicate whether you watched the presentation or not.

Select your answer

Yes, I watched the presentation live or in Teams.

No, I did not watch the presentation.

11.SPBC reviewer comments related to budget request / presentation.



Submit

Appendix D

SPBC Budget Review Notes for December 15, 2020

SPBC Budget Review Notes

Tuesday, December 15, 2020 12:30 PM

Attending: Brent, Laurie, Deb, Teresa, Ann, Kati, Jacek, Cari, Mike, Darren

Suggestions for how to look at these requests:

Sort 83 lines by essential - look at these first

Athletics--why on here when they did not provide a budget?

Discussion: Darren added COVID and athletics because needed. Ann--Can these scholarships be review and equalized? Andy said they would have to give more \$ to men and cannot cut women. Katie--Can we ask for the breakdown if we must look at this? Where is this request from--Boosters, Academic? They are stacking this. Brent--Katie we sort of have this; LW and I have been reviewing. SS asked for a funding level for athletics since he has brought in 100 more students. SS would like for a funding formula. Cap on waivers--Andy is asking for more for Title IX shortfall. Laurie - but no budget book, no ask. This is a problem. Teresa--2017 Andy brought a presentation but have not seen this again. At that time 50% budget appropriated. How much has shifted? Brent asked multiple times to turn stuff in--never did. SEM did not turn theirs in either. All we can do is prioritize what we have and revisit in spring when financial picture is clearer.

SPACE:

NDCPD--Consider but look at space across the campus for this location. Does Brent have funding in budget to move?

Nursing - Need space for simulation; some of this is paid for but need more \$\$ GEER fund \$140,000; plan in place and still need more to be competitive. Consider we do not have a struggle for students. April thinks we can get more students--agreements with DCB and Trinity. State funding formula--good for bottom line. Would like 4th floor of Memorial--originally asked for Dakota Hall. Could we move CJ?? CJ has moved to about 50% of students online; perhaps would not need as much space.

*hold for space reallocation; request is above and beyond GEERF \$ but not now. Do we have a strategic plan for the Nursing Plan?

Marketing - Move across the hall. Move NA Center to same area as Student Service. Annette could use Teresa's space also.

Publication and Design move to Student Center -- some upgrades have been made in current location. Would be costly to move due to dedicated electrical lines. Declining revenue from PD currently; volume going down and price is going up. Moving more to design work--maybe should be closer to marketing.

^{**}Do not need to do this right now, per Brent.

*we have 65 net fewer employees than we did x years ago, yet space needs are growing. We need a committee on space allocation.

Carpeting issue--lots of needs. The way we have been funding through this process--no operating budget to do this. Each year we pull \$ out of reserves to put in carpet. This committee has control over carpet! Does this belong with SPACE committee? We need to allocate that money.

Safety and Security

Admin parking lot- South side is bad; need to fix asap. Priority. Also getting water in the building in the spring.

Positions:

Com Dis - 2 positions, admin assist, expand faculty contracts. Could we do 1/2 at a time? Could probably phase in--summer is tough. If we move to online too, those people will be in summer. Could do one faculty each year. Yes, we could split all in half--or with admin, could relocate someone at least part time.

Regroup--Cari, what about those who did not say these were essential? We should look at averages not essential. Several did not rate anything essential.

Resort--look at average. Discussion about how people filled out the form...

Zoom - Are there items we can remove--not fund/or fund? Linda suggested Zoom and DocuSign be funded. Cari indicated we need to check who they are rated. Katie asked about paying for Zoom from her office. Do we need to find out who is already paying for license, combine these funds? We have other items we do cost sharing, but we all contribute from our operating. Laurie is paying for 150 licenses now. Jacek--also a system Zoom may be coming; we should maintain license in case we can go with systemwide plan.

DocuSign - Some feel this is requirement; it will take a lot of work on the set up--will need campus champions to do this. We did approve last year but had budget issues and it fell by the wayside. Brent would love to have for business office, HR, payroll. In favor of this as essential item this year.

Computers--Set up a fund, have a threshold, if faculty want more dept pays. Or do a match rather than threshold.

Wellness Center--running out of \$\$. Ann asked for clarification. Brent--when built, we had 3800 students to support in fees; but now we have lower enrollment and not covering operations with these fees. Bond--we are \$165,000 short on feeds to pay debt service on bond. Bond goes to 2040; we started collected before the building was built. Created a fund of over \$1M, but we are not using this money. It will be gone in 4-5 years. IF we move custodian salary to appropriated, Pau can move that \$50,000 to bond payment.

Wellness Center Use--students made priority in fees meeting. All students now pay fees, and some will not be happy since they do not use it. Paul--about 900 student ids swiped each year. Is there a way to look at this for revenue? Could we rent facility? Teresa, we do in a normal year. Brent--we pull in \$40,000 a year--however more competition now.

We use Wellness Center to recruit. We need a plan to sustain, given we may have more online and less face to face. Brent--auxiliaries are going to be a bigger problem in the next few years. We will lose on dining, residence, wellness center, activities--we need to be more strategic about those areas.

Do we charge same fees for summer as for fall and spring? Yes, same structure. Will help when we have summer CD student cohort!

Looyenga--Funding was not available to March--that went toward his salary and benefits. Money should have been in sooner to build up savings. Generated less than planned. Donation is year-by-year, not lump sum so cannot build funds.

Greenhouse How many people are interested in plant biology? We have a greenhouse in town already; can we partner? New faculty is already working with the extension center already.

Appendix E

SPBC Budget Review Notes for December 16, 2020

SPBC Budget Review Notes

Wednesday, December 16, 2020 8:55 AM 9am to noon

Attending: Warren, Linda, DeVera, Brent, Teresa, Darren, Nicole, Jacek, Mike, Cari, Katie, Laurie, Ann

Laurie is in the process of sorting and cleaning the data. Teresa suggested we add a column for overall rating.

Linda suggested we sort by type of request; Brent suggested we start with position request. We need to think about replacement, new, and retirement. Accreditation is another factor.

Position Requests

Funding for positions unfilled in past years was returned to the general fund. Cari-we have the most faculty ever but the least number of students. Issue is do we need to replace these faculty or do we need to move positions around. Our faculty to student ratio is about 10:1 currently. We need to also consider requirements of the programs; in some cases, programs need to go back and consider curriculum changes rather than additional faculty. In many cases we need more data. We also need to consider what programs we need. Who on our campus is looking at the data to determine needed vs. wanted programming?

Nicole: Assuming we are going to keep this program, should we fill this position?

Existing positions:

SS--Hoffman--Position supports Gen ED and small courses in the major. Gen Ed classes are full--30-35 students per section. Not many majors; many BGS take sociology. CHP--top 5-6 programs in the university. For fall, credit hour production is high, except for 1 class.

SPED - Increase Putnam to full-time. Fall course enrollments: 14, 4, 4, 6. When she teaches sign language, classes do fill. She is online (Washington) and earning benefits. Putnam does upper-level courses, which are low. Student Credit Hour production is high--she is second in this department, but as a full-time position she is 8th.

Interdisciplinary - request for 1/2-time director. Laurie thinks this should be less than half time. Not many students in this program. Maybe a course release once per year; summer contract. Needs to be an internal shift in load. Should be a faculty member because director will also teach. Not same as general studies--gen studies is more for students with many credits but no direction or do not want to finish degree. More intentional and planned. Only 2 students in the program currently. If we can keep it going with little cost, it has potential.

Transfer admissions specialist - NEW or could be included with another. Katie spoke to current situation, student needs for transfer information. Do not need someone dedicated to process apps; she believes Kevin was focused on recruitment of transfer and working with recruiting.

COB - Ross - Fall enrollment 16, 12, 15, 17, 2. Need this position for the graduate programs.

Wellness - custodian. Will not affect enrolment, retention, etc. We could hold off on this for up to 5 years, but the sooner we take care of this the sooner we can apply funds to bond. If we do this, what do we lose? (1.33, .5, .8, .8) Should be covered by student fees. They pay \$250 per semester now. Advancement? No, most donors want to do something new. Bond goes to 2040. We do not have a choice; must keep paying. Lots of things could happen. We will not create crisis if not done this year, but the sooner we address this the better. What is the potential to bring in outside money? Brent-rental fees; it is a trade off in taking time away from student use to meet needs of outside entities. Would need substantial \$\$ - will not solve the problem. Could start with moving 50% of cost? *Auxiliaries are supposed to be self-supporting. *Fund at 50% this year.*

Biology--NEW - Katie, we do have interest in this program. Ann noted Wildlife Biology is offered at two other institutions

Cybersecurity - NEW - MIS more compliance side; CS is more coding. Could be sharing. MIS majors have dropped 40%. Sharing some courses would be a way to have both programs, increase enrollment without more classes.

Math - Nilsen - Could move Jennifer Sherman into this line and fill with adjuncts. This is the only tenure track math position. Is this an accreditation issue? Yes, not that they must have full-time faculty, but do need some oversight.

*Jacek suggested we look at load reports and credit hour production per faculty do be able to compare requests better.

CD - 9-11 months for four faculty. Note: CD pays for positions in the summer anyway and it is less expensive to put people on 11 months than extra contracts. These positions are for the grad program which runs continuously for 5 semesters; accreditation requires on-track graduation. Brent--will be having a problem if we do this for CD and then others want to do it? Ann--we have an established 5 semester program, so they have no choice but to offer classes in summer. Will also generate auxiliary funding in summer. *Fund*

NEW Positions

CD- 2 new full-time faculty. Discussed adding one position phasing in the online undergrad and the add second program year two for graduate online. Makes sense to phase in. Need more faculty for fully online programs. Revenue bringing in covers expenses. *Fund one new position each year.*

CD - admin assistant needed for coordination of clinical practicum when online. If not, will need faculty to do this--more expensive. Would be willing to work with someone in an existing position. Would eliminate current 1/2-time position and go to full-time for media + clinical practicum. **If you fill the entire program, we will get students and bring in more \$\$ the first year. If you phase it in, we will not

bring it all in during year one. State funding multiplier is as high as Nursing and graduate is higher! **Fund**

Nursing - administrative assistant and simulation coordinator (using GEERF funding as a starting point; need long-term). Position was not filled last May. Nursing is also a program with potential for more students and has a high multiplier.

Fund

Art - Art studio assistant. Need to look at numbers; could this go in someone's FTE? About 40 majors in 4 majors. Gen Ed numbers--not that popular. Micah 20, 9, 4. Not a high priority. **Do not fund.**

Art - Broadcasting Studio Manager The addition of the AV class, Lee Johnson teaches, has yielded a group of students who can run the booth. Have had problems with students being responsible for this task. Scheduling has been an added difficulty for Music. Lots of discussion about this need and rational for the position. Lee supports online broadcasting events also. *Share this position with the request from Music; could also have position work throughout campus for larger events. Can be a retention issue as well? Housed out of Art--Harbort was the supervisor in last year's agreement. Currently this is a special contract staff position with some adjunct teaching. Maybe should be housed in a central area--such as IT.

Art - Gallery. Low priority--can we have students assistants?

Science - Stockroom Manager Salary is not correct. It's about \$52,600. Could reduce overloads--have been having Naomi do a 1-2 credit overload and have students work in there. Students get credit. Naomi is way over overload already. Faculty are spending a lot of time doing this work themselves. Could we have student workers do this? Maybe international student employees? Need manager of the room, responsibility, costs for a 30 hour 50-week position. Do they need in the summer? Brent-asked about under 1/2 time and Bryan wants to pay benefits to get a stable person in there long-time. Must have 52 weeks and cannot be 12-14 per hour--it ends up at 3/4 time with benefits. Teresa--the comfort in knowing a professional employee is managing the stockroom and chemicals is important for the faculty. Position was cut 15-16, 16-17.

Science - Surficial Geology Faculty. Four faculty now; one left. 13 in BA in 6 in BS. Two are Science Ed (21 total majors). One Gen ED (105 is also for majors). They need someone to help build online classes but will not allow others to teach their classes. Did get rid of environmental geology minor because can support. Less Gen Ed than Chem or Bio. They have cut back gen ed classes because they cannot teach gen ed with more classes in major. Numbers do not support another position. Fall credit hour production: Collette 101 online is full, 300 level with 6, 300 level with 11, 23 totals in gen ed class. Others-- Soils has 3, 108 has 17 in one and 8 in the other. Physical has 11, 10, 8.

SS - Philosophy If we add here, we will need to reduce in another humanities area. Business does not need 3-4 sections per term but do need 2--one online and one on campus study. **Do not fund.**

1-4 pm

Attending: Cari, Linda, DeVera, Laurie, Teresa, Warren, Ann, Deb, Brent, Katie, Mike, Darren, Jacek

Music - guitar instruction. If adjunct, not a huge budget decision. Brent suggested we check interest this spring. Lots of competition on the Internet at better rates. Brent--Has there been much discussion about changing the direction of the music department. DeVera--Eric wants to do that. Program was 50% BA and 50% Music Ed; now more Music Ed and shortage of music teachers in the state. We do have a market for Music Ed. Valley City and Morehead have Music Industry degrees. Should not commit to full time adjunct in the first semester of the idea.

Do not fund yet.

Marketing - Student worker increase (\$1200)

Marketing - Web Content Last year's TOP recommendation; kicked back to SEA committee. Kevin reported support for this position from SEM. Person would be looking at analytics consistently. Could also contract this out if needed. Brent--do we need to make this a higher-level position? Teresa--did a great deal of research, not a common position out there, everyone has built them differently. Hundreds of jobs in this web/digital world. Not sure we can get anyone at this rate.

Fund

COB - 2 BADM (not sure who these are), New Entrepreneurship, Marketing (Saeed), MIS (Reynolds). *Tenured faculty member must be on campus, not full-time online (per Jacek). Jacek has not heard of other campuses like us with a remote tenure track position.

Operating

CD- Funding for Symbiosis Online development company. Many universities do this, and all courses then are consistent. Product is more professionally produced than when we do ourselves. State gave each campus some \$ to go and do this and CD was chosen to do it. When funds received, announced to all chairs and asked if others wanted to use. If interest from other departments, we would be able to do it. Rigorous process--lots of work. Development of full online class with our tools. Ann would allow us to see them--they do not have them yet. If others want to use, CEL will fund. Cycle for class creation - summer. One or maybe two in semester. Jacek-- Less time and cost for a department that is already online. Needs to be included in our strategic plan. We may verify the need through our retreat on our SP. CD is also seeking outside funding to get this done.

Fund; subject to inclusion in SP and budget from governor (March or April)

NDCPD - ASTEP Last year we did not recommend; need to revisit partnership with DCB. People became defensive; political. Classes are from DCB; we receive 20% back. Several issues remain with this request including DCB issues outside of this agreement. We have no Minot State Admitted ASTEP students.

Art - Student Travel No. Students can apply through Student Travel fund, fundraise, etc. **Do not fund.**

Academic Support - ASC funds for NSO programs (she has been spending more than her budget each year). This is to pay for advising for orientation. We knew when this was moved the fee would increase. Laurie was paying for it until it was moved to NSO. Recruiting fees are also spent on orientation. Our

culture is that we are paying for advising. Do we need to? Chairs used to do as part of their job. From orientation/recruiting, we need best advisors. When we started, talked about an A team of advisors-fewer but better. Brent would like to review this request--do need to increase but maybe by less??

Academic Support - adjunct salary increase. Shouldn't these UNIV salaries come out of faculty loads. Fall 21 sections of UNIV; 8 of 21 are paid adjunct from Beth. Rest are covered by overloads within department. These numbers change every year. Brent does not worry about a dept going over on adjunct budget if we come out in the end. Not lots of time being precise on these budgets. Concern-we are spending from so many places, so we do not actually know if these funds are overloads or adjuncts. Why do they need increase? Beth is paying the overloads of faculty within depts. The request would be for 12 more sections of FYEs; we have 26 now.

Academic Support - increase notetaker salary. How many do we need? IN CD this year, every person who has gone to access services has returned saying they need a notetaker. Can this be funded within the current budget? Areas have been saving money so perhaps can reallocate within.

Do not fund

Science- Equipment Repair fund. Can we ask department to start planning for these things? Who is using this equipment?

Science - Major equipment replacement over \$800,000. Can we get grants? If we are not using it and have not been, do we need it? Needs to be a directive, need to know there is no longer \$\$ for this. Depts need to start budgeting for this--shift the mindset. Do we have a priority list? Can we get some used? (we have). Priority is teaching over research. *They carried over \$26,000 in course supplies but Bryan said that was not enough to catch up. Barely spent anything in past years. Could we do a program fund or differentiated tuition? *Nursing has a fee; spread among four courses at different rates. Fees would need to be tied to majors not gen eds. **State board said no more course fees. Not transparent. We can do program fees. Could we find out what equipment is for Gen ED and fund that, then equipment is used in the major dept. must fund. *Music has tried to develop a budget for maintenance and has asked alumni for support.

Science - catch up on chemicals. Is this related to student fees for labs--when lab fees were done away with, we gave them another line item in budget. Not sufficient and now need to catch up. Used lab fees for other things. Not in his requests.

Science - Geology recruitment. Should go to centralized fund; make it efficient. Discussed in President's Staff last week, program specific proposals. Pres Staff things we need to look at this more strategically.

VPAF - Workflow Software. Needed! Proposed last year, no money. Bought trial version--Mark used it. Many really liked it. We could be much more efficient with this equipment. Would need people trained. Would not be efficient unless it could replace a person.

Fund it (figure it out).

VPAF - Prof Development Training Some free training materials out there. Team up with Minot Chamber.

VPAF- Increase maintenance budget. Simple--every year the amount goes up. We go way over budget--must be paid.

Fund (not option).

SS - Archival Boxes for MSU history. Take from Division's budget.

Do not fund

SS - After hours - development of online, remote, after hours, etc., digital content workspace and equipment. *Music has some studios set up for recordings; maybe these spaces could be shared. Media station - not in use throughout the day. Maybe get microphones to be more efficient. Could purchase microphones for \$200 or less per faculty. Fund the GIS - need 6-8 more computers (for FYE). Student tech fees perhaps. May also want to work with Symbiosis.

TEK - increase for coop teachers - Substantial increase. Do students pay a fee for this--yes, if out of state. Out of area also pay more. Are they not able to pay cooperating teachers with what we are paying now? TEK helps with undergrad student teacher payments for SPED. We tend to get the same cooperating teachers each year; hard to find new. Don't know if this is about the amount or if they do not want a student. Those we have are very good. For them to keep taking teachers year after year without an increase is great. This issue needs to be studied so we are doing the same thing across the departments. *Offer the faculty making 3 visits load. If it's out of load its \$500. Deb says 12-week placement is \$300. What are other schools in the state paying? If we are under, we need to adjust.

Appendix F

SPBC Budget Review Notes for December 17, 2020

SPBC Budget Review Notes

Thursday, December 17, 2020 10:58 AM

Attending: Warren, Linda, Cari, Teresa, Katie, Laurie, Jacek, Brent, Mike, DeVera

TEK - Cooperating Teachers increase (continued from Wednesday)

Power Center - university match on grant. We must pay this.

Fund

SPED - additional funds for cooperating teaching; need to check with other schools, create equitable plan for all areas on campus. Travel, coop teachers, practicum placement \$5000

No funding for student travel (student group has raised money in the past for this purpose)

SPED - op budget for adjuncts \$50K (called adjunct pool). What is current budget for adjuncts? *On requests for more adjunct \$, Brent goes through and right sizes these budgets every couple of years. It is impossible to budget these upfront. Will look at these adjunct requests in the spring. Not clear if she is asking for MORE adjuncts overall to run program. *Sections have been added every year--maybe required for a new program. Depends on numbers. Size of sections--SPED 330, 2 in IS; 4, 5, 2, 6, 2, --very small enrollments. Many classes with small enrollments. *Another issue is when we start a new program, what courses are required for small enrollments at the beginning of the program. Seems to be a LOT of small courses. This is more of a whole university issue--not just in SPED. *Brent--SPED spending more each year, more than budgeted. She needs a bump but can be taken from another program.

Do not fund; Brent will look at this.

**Note, we are not solving our problem by just increasing budget for very small classes. Efficiency is the big issues.

Library - Humanities DB - Would be interested to know who is using these databases-Students or faculty? Library has taken a huge hit in past. Jane indicated this is used across the most disciplines. One database extension for SS database. DeVera will send email to get more information.

Update: Review of database for Library - Sc Finder Direct \$26.39 per use; used by Bobylev. We do not know if this is student or faculty use. Academic Search Premier, ERID, and Business Source Premier are part of NDUS consortium. Unsure about this based on other usage

Library - Increase in operating - Need overarching assessment of all databases before we can determine.

Fund

Looyenga operating - He receives \$100K per year through donation. As noted yesterday, the donation for last year did not arrive until March. We were unable to used saved \$. March donation was used by salary and benefits.

Hedberg will take care of this issue.

Interdisciplinary - Need operating budget or integrate with another area. Requesting adjunct to cover release, money for travel, operating. *VPAA needs to review the full request. Webster is not going to continue and is not currently doing half/time. \$17,000 overall request.

VPAA Assessment Director stipend (need to pay). Eventually need to fill full-time position. Might combine with institutional planning.

Fund

CEL operating budget - Starting from Fall, new structure of tuition and fee and we no longer get access fees. Everything funded through access fees is now funded from reserves. Reserves are from access fees from previous year. Reserves will eventually run out. Reserves can last for minimum of three years, probably longer if we are careful. Also depends on paying some salaries from reserves—if just for operating we can go longer than 3 years.

Brent--can hold off until spring to see what enrollments look like.

COB - IACBE, Peregrine, Self-Study expenses. IACBE accreditation was in the Deans budget; part of this was back to dept and part back to VPAA. \$10,000 in operating budget for COB that is not allocated yet-this is for IACBE.

VPAA will pay for IACBE site visit; membership is within the \$10K

COB - Marketing money allocation. Create department requests into one centralized budget within marketing.

Do not fund

Wellness Center - employee membership - Current membership is 8. Generally bring in \$30-40K in memberships and it is down about 1/10th of this. Planet Fitness charges \$10 per month while we charge \$40.

Do not fund

Psych - Attend conference (Faculty: 1.5, 1.5, .5, 0); (Students 1.5, 1.5, .5, 0)

Do not fund

Psych - assessment kits In prior years, these were stored in the Media Center. With program online, they need more copies to get out to students. How much of their budget is being used each year? Spent \$11,200 out of \$17,000 last year. Could you purchase out of this year's savings? Not an annual cost, but they are updated every other year so need to repurchase.

Break

Kibler - annual events funding - Asked yearly; he got this last year from President's budget.

Do Not Fund

Kibler - Foreign Language Library of Texts - should be in library. Use library allocation? *Brent--trying to build up after losing Rosetta Stone.

Do not fund

Kibler - NPWP - Match for each year is \$12,000 (2, 2, 1.5, 0.5) A little different than past--asking for additional waivers for specific programs.

Fund

Kast - Praxis II Review resources-Take from dept budget.

Do not fund.

Kast - Site License for Mathematica. Had up until a year ago through tech fee or IT software. Limited use--IT dropped and told dept to use. Free alternatives available. Mathematica used in a specific course and is what a professional mathematician would use.

Do not fund

Kast - Stipend for faulty support clinicals. No other program is providing this additional stipend. Work has been cut down--no more lengthy papers. Only 9 total students in program--not needed. Other faculty have well over 80 advisees and do not get stipends.

Do not fund

Loftesnes - increase in marketing budget. SEM includes funding for departments--more formalized process.

Fund (pull student support request if this is funded).

VPAF - Robotic lawnmower Discussion about what they will be doing with the new lawn by the Summer Theater. Use weed eaters and it does not work well. Also issue by football stadium--workers do not want to do this work. Two high profiles areas. Brent and Rick have talked about splitting this cost. Need to do, but not necessarily now. What else could we put there? Rocks along 11th--paint white and put MSU. Redo would be \$75-80 K *Brent is going to look for funding source outside of budget.

Fund

Break

Athletics - Capital and Title IX expenses - Use funds saved in spring and fall 2020. *Brent, we really do not know what we are dealing with yet. Buses--only Men's and Women's bb will need two buses; hotel costs will double. Any optimization or reduction of sports? What compounds the problem, they think they need to add more women's sports to be more equitable. To balance out--need 5 more women's sports. Huge price tag. Is there any breakeven point? Is there any analysis done? Analysis 4 years ago-all teams contributed except basketball, and basketball is required in our division. It is complex. May be different than 4 years ago. WE have 100 more students participating, but tuition and fees offset with waivers and scholarships. *Many universities our size have started to drop some sports or drop down in conference because they cannot afford them. We need to know what they bring in vs. what they cost us. *If academics had these funds, we could also bring in more students! How much additional cost do they generate, and at what cost? How does this affect academics? **IF we cannot have any kind of budget, how are we supposed to make recommendations? If we do not grow to address Title IX, then we have to cut, and this involves a lot of politics. Brent has been asked to prepare a funding formula for athletics based on what they are bringing in.

(discussion continued)

We can request that they analyze and rely on Brent. Is it reasonable to ask them to come back with a budget? Analysis needs to be available to campus and presented to SPBC.

Nursing - Additional PPE for clinicals. April is still debating internally about this need. Minimize our institutional liability. This would allow them to work with COVID patients. This is operating budget.

Fund

Nursing - Simulation space (which requires classroom and office space). Cannot make decisions on this without aa space committee.

Move to SPACE committee - Fund if possible

Art - Ventilation. New rooftops units last year, better ventilations. Art spaces need special ventilation more than cost requested. Legislative request for new building. Think about the number of majors. Move to car shop is \$1.5-2M. Need to get more information and other options.

Art - remove carpeting

Maybe - needs research

Art - HH remodel. Not possible for this round. *This must be on the list somewhere. We are 5th on the list (last time). Hold for remodel

Do not fund

Science - Major equipment requests--who is using it, do they need it if they have not used it in years? See notes from Wednesday. How many students are impacted by not having this equipment? How many students? Message sent by Ann to ask for information. *from Bryan = top priority is slew of things needed. Intent was to look at the list as a list not each one individually.

Come back to this

Admin Parking lot (noted already to fund)

VPAF - Cameras need for security and safety. Linda checking with Amy on grant opportunities.

Fund

VPAF - Lighting need for security and safety. From safety committee. Linda checking with Amy on grant opportunities.

Fund

SS - software required (AMOS perpetual license). SPSS add on, pay for out of budget.

Do not fund

SS - software Dedoose (data analysis tool), pay from dept funds or have students purchase with text. **DO not fund.**

Music - Dedicated Percussion room. Honestly, need carpet in the band room first!

Music - Music creativity stations; currently have 2-3. This program would possibly bring in new students. ?? Numbers in music are very low currently.

Fund some and see how much used.

Music - new timpani for ANNH (1.5, 0, 0, .5) Music does not make \$ in opera; receive grant support from off and on campus. Not part of the equation. MSO is logical place to look to for Timpani, or fundraiser, phone-a-thon better way to get these. We have working equipment, not used this year. Numbers are very low currently.

Donor funding

Music- upgrade old main 120

Music - card readers. Most areas just have cameras. They have card readers to get in and out of building; challenge has been the power is turned off at 10:00. When it comes to locking doors, D is there all the time and does not see this as essential. The total value of all pianos maybe \$50K--made for instructional purpose. Nicer equipment is in locked rooms and students provided key **Do not fund.**

Music--dedicated percussion hall - long term for HH. Currently used in the band room. One marimba has been moved into a small practice room to allow for use away from main band room.

DO not fund - hold for HH renovation.

Power - add walls, \$19, 997. Glass walls fit décor better than wood. More functional from a safety standpoint. Will need curtains and blinds also. This price is installed. Grant will run 5 more years. Are they using the conference rooms? They have the option to use conference rooms for privacy but do not use them. Can move computers. Is this where we want to put the funds? Can the grant pay for some of this? Brent--TRIO programs tend to waste a lot of money. Can ask to move money around? Ask her to contact granting agency and request to move funds. (or fund)

COB Furniture upgrades - TVs check with IT Central. They have new funding for equipment. Copy machine rotation--check with George. Only in Phase 1 of this process; if we want to move on to Phase II, we will downsize numbers substantially. Ended up cost neutral. Talk to George on replacement to see if it will cost us anymore than what we spend now; it will cost us.

Talk to IT for televisions

IF we fund new tables and chairs, blinds, carpet--Will take care of as we can. On the list-subject to availability of funds.

Biology-swipe cards. CD pays for out of operating budget.

Do not fund

Biology--greenhouse and Hoffman move to Foundation

Do not fund

Biology - autoclave - must have to sterilize beakers, etc. Probably most important piece of equipment. See if they can get a used model.

Maybe

COB - Salary increase for ABD.

Do not fund

CS faculty salary increase - look to new salary plan.

Do not fund

Science - Carpet, etc.

Hold for Brent and Brian's campus walk through.

Biology - equipment, create maintenance fund. Request Biology and Science share and merge into one department:) \$16,830 course supplies fee now. **Take last year's carryover and establish new fund**.

VPAF rotating computer fund. Get a specific threshold. Have George evaluate the situation, sometimes he says they do not need a new computer.

Appendix G

SPBC Budget Review Notes for December 18, 2020

SPBC Budget Review Notes

Friday, December 18, 2020 10:24 AM

Attending: Linda, Warren, Teresa, Katie, Mike, Brent, Cari, Darren, DeVera, Jacek, Laurie, Ann

Updated spreadsheet: Suggest we sort the spreadsheet by type of request. Rate each request as High, Medium, or Low

Capital and One-Time

*Brent suggested we have Brian check out the requests for carpet/blinds and determine a priority list. Rate all flooring Medium

Nursing - Simulation Space - High

Art - Ventilation - Low (could we explore other options)

Art - Flooring, remove carpet and just have cement - Medium (further evaluation needed)

Art - HH Remodel, on hold for NDUS/Legislature - Hold

Science - Major equipment request; did not receive response on priority of these items. Need more information on who uses the equipment, what are they doing since not in use. **Hold** Science - general infrastructural repairs - **Medium** (further evaluation needed)

VPAF - Admin parking lot - High

VPAF - Lighting - **High** (checking on grant funding)

VPAF - Robotic Lawn Mover - High (looking for other funding)

VPAF - Security Cameras - High (checking on grant funding)

SS - Building Maintenance - **Medium** (further evaluation needed)

SS - After hours, digital workspace and GIS - **High** on GIS, **Low** on After hours.

Music - Dedicated percussion room - Hold for HH remodel

Music - card readers for practice room - Low

Music - creativity stations - **Medium** for ONE additional space with keycard entry

Music - New timpani - Low (Donor?)

Music - Main 120 upgrade (some technology, chairs and desks) - ITC has funding for technology -

Medium and shared cost

Power - Glass walls - **Medium** (Contact grant agency about moving \$ here)

CoB - Classroom furniture, blinds, paint, carpet - Medium (further evaluation needed)

Wellness Center - Washer and Dryer - Low

Biology - Electronic keypads on research labs - Low

Biology - door know and faucet repair - **Medium** (Sent to Brian Smith)

Biology - Greenhouse - Low - seek donations

Biology - Hoffman - Low- Foundation

Biology - 2nd Autoclave - High but can purchase reconditioned, smaller, less expensive

Math and CS - increase CS faculty salaries - N/A - go to new process

CD - Symbiosis - High

Positions

CD - 2 new faculty to support online learning - High for one position each year

CD - 4 position 9-11 month - High

CD - Admin assistant - High

Nursing - Simulation assistant - High

Art - Art Student Assistant - Low

Art - Broadcasting Studio/Music (ANNH, Aleshire)/ IT filming - Medium

Art - Gallery Assistant - Low

Science - Stockroom Manager - Medium

Science - Surficial Geology Faculty - Low

SS - Philosophy - Low

SS - Hoffman's position - High

Music - AV Specialist (move to Broadcasting)

Music - Guitar instructor - Low

SPED - Putnam to full-time AND new position - Need to look at efficiency. Wait to see how spring goesstart search in February if things go well. Based on numbers, full time position is higher than moving Putnam to 100%. **High.**

(Break)

Attending: Teresa, Laurie, DeVera, Katie, Jacek, Brent, Cari, Deb, Mike, Darren, Linda

Interdisciplinary - 1/2-time director - **Low** (less time, perhaps course release) Low (may want to roll BGS into this role also)

Harmon - transfer specialist admissions counselor - High

Tyler (SPBC) - Fill recruiting position - High

Cob - 2 positions in management, 1 position in entrepreneurship, one position in BIT, one position in Marketing - **High** (management Gary Ross). **No decisions** can be made because we need metrics and data.

(*Notetaker had student meeting here)

Psych - School Psych - high

Math - Cybersecurity - High

Math - Math Ed - Down from 50 majors to 20. Not the only program in the state. High

Marketing - Web Content - High

Operating

Athletics - no budget proposal

NDCPD - ASTEP - Medium

Art - student travel - Low

Academic Support - ASC funds for NSO program - Medium (Brent looking at)

Academic Support - Increase in adjunct salary - Medium

Academic Support - Increase in note maker salary - Medium or Low--This needs to be reviewed by Erik

Science - Chemicals - Low

Science - Equipment Repair Fund - Medium (need more information on the equipment)

Science - Geology recruitment - Low (work with marketing)

VPAF - Increase maintenance budget - High

VPAF - PD for training - **Medium** (start with free)

SS Archival boxes - Low

TEK - Increase cooperating teachers fees - High - Need some study done first.

Power - grant match. **Done.**

SPED - adjunct pool - **Medium** (brent looking at this)

SPED - extra operating - Low

Library - Humanities - Medium

Library - Inflationary High

CEL - Operating Budget for Access Fees - Hold

Looyenga - Operating budget - Low

Interdisciplinary - operating budget - Low

VPAA - Assessment Director stipend - High

Cob - Salary increase for ABD faculty - **Low**

COB IACBE - High

Cob - marketing outreach - Low (go to marketing

Wellness Center - employee membership - Low

Addiction Studies op--faculty travel to NASP - **low**Addiction Studies - student stipends - **low**Addiction Studies - Psych assessment kits - **High** (who owns them?) (program fee)

Kibler - Annual events fund - **low** Kibler - Foreign lang library - **low**

Kibler - NPWP - High

Math - Mathematica license - **low** Math - praxis II review resources - **low** Marth stipends for faculty - **low**

Marketing - increase in student employee pool - **High** (but not needed if operating is increased) Marketing - operating - **High**

Appendix H

SPBC Budget Review Notes for December 21, 2020

SPBC Budget Review Notes

Monday, December 21, 2020 10:00 AM

Other Comments

All presentations should include cost savings initiatives in the future.

Overall budget analysis in each department is needed.

We need to raise awareness about financial situation of the campus.

We are stuck waiting on the legislature.

There is some prudence in assessing all of this.

We need to determine what is no longer relevant or needed so we can do that things we want to do and need to do.

Further assessment with budget requests. What are you willing to give up in order to get your request?

We keep adding and adding while enrollment is falling and falling.

Strategic planning retreat is being planned.

We need an honest, unbiased look at our self.

The SEM committee is working on getting to each department, but it is taking a long time. It might be helpful to talk to the campus about the future and our direction.

We need information communicated to the campus.

Could budget presentations be guided by the campus plans?

Collaboration, cooperation, compromise—all the skillsets that make us good colleagues—are needed to deal with the budget and declining enrollment.

The University will come on some hard decisions. Next time, we need data on load reports, credit production, adjunct use, etc. to help us make better, more informed decisions. This would take some load off president's staff when making those decisions.

How many people change majors but stay? For example, a student may start as a music major, change majors but continue in an ensemble since it helps pay their tuition.

We need to keep in mind that we are a university that prepares students for multiple careers and challenges. We also provide cultural experiences for students and the community. If we value those, then we need to continue to support them in a strategic and thoughtful manner.