

January 9, 2018

Strategic Planning and Budget Council minutes

PRESENT: Laurie Geller, Ann Beste-Guldeborg, Andy Carter, Linda Cresap, Kevin Harmon, Mike Linnell, Teresa Loftesnes, Cari Olson, Nicole Thom-Arens, Katie Tyler, Jay Wahlund, Haokun Yang.

ABSENT: DeVera Bowles, Cassie Daniel, Warren Gamas (class conflict), Annette Mennem, Jacek Mrozik, Aaron Richard

Agenda

1. Group 2 (Brent, DeVera, and Katie) finish presentation of Goal 2.
2. Identify any actions that have been completed toward each goal for HLC.
3. If time, start discussion of Goal 3.

The group completed discussion of Goal 2.

Goal	Committee Members
1. Meet the educational needs of the local, regional, national, and global communities. Keywords: <i>academic programs, educational needs, curricular and co-curricular programming</i>	Laurie, Warren, Jacek
2. Recruit, retain, and value well-qualified students, faculty, and staff. Keywords: <i>recruitment, retention, recognition, professional development</i>	DeVera, Katie, Brent
3. Create an institutional environment that supports student, faculty, and staff success. Keywords: <i>student services, academic services, retention and graduation rates, technology, external funding/grants, research, diversity, equity</i>	Annette, Cari, Linda
4. Promote and support the well-being of students, faculty, and staff, enabling them to address challenges across generations. Keywords: <i>campus life, health and wellness of all types, balance</i>	Jay, Aaron, Teresa
5. Foster and grow collaborative partnerships locally, regionally, nationally, and globally. Keywords: <i>partnerships (P-12, higher ed, community), alumni, relationship-building</i>	Ann, Kevin, Haokun
6. Promote and recognize commitment to public service. Keywords: <i>service, volunteer, host activities and events (arts, athletics, academics, etc.), community</i>	Andy, Mike, Nicole

Goal 2 - Recruit, retain, and value well-qualified students, faculty, and staff.

Objective 1: Support and increase student enrollment and retention.

Action Items:

1. **Offer multi-year scholarship packages to recruit and retain quality students.**
 - a. Freshman plan – In-progress
 - See automatic 4-year awards at <http://www.minotstateu.edu/enroll/scholarships.shtml>
 - b. Create a Transfer Scholarship Plan:
 - *How:* Need affordable plan
 - *Who:* VPAF, Financial Aid, Enrollment Services, Advancement
 - *When:* 1-2 years
 - *Resources needed:* More endowed resources in general scholarships for more total dollars.
 - c. “Grants” from the foundation
 - *How:* Awarded to students (not based on academic performance) but must be paid back if they do not meet satisfactory progress.
 - *Who:* Advancement
 - *When:* ??
 - *Resources needed:* Data for juniors and seniors who receive aid (or do not receive aid).

2. **Prioritize resources for student on-campus work, internships and research. (also see Goal #1, #3, #5, #6)**
 - a. One-stop shop including career services for campus work and internships
 - *How:* Consolidate student academic support services: tutoring, disability student services, writing center, peer mentors, career services, etc.
 - *Who:* President’s Staff and Assistant VPAA
 - *When:* By 2019
 - *Resources needed:* Dining services plan (needs to precede this and is starting 2017-2018) to determine possible space allocation; retrieve notes from the Ad Hoc Committee on Interdisciplinary Studies, Academic Student Services, and Engagement. Explore how internships work within each department/college – perhaps need a point-person for each college. Consider 21st Century Workforce resources.
 - b. Student Research
 - *How:* Dependent upon academic department budgets and curricula
 - *Who:* Academic departments and NDUS Undergraduate Research Council
 - *When:* Dependent upon departments and NDUS/legislative funding
 - *Resources Needed:* Curriculum changes, faculty load policy for research, funding would help

3. **Enhance and innovate recruitment, retention, promotion and branding strategies.**
 - a. Minot State has a silo culture that needs to change to enhance and innovate recruitment, retention, promotion and branding strategies.
 - b. Enrollment Management must be integrated as an on-going responsibility of all Minot State departments and all employees.
 - *How* – see action item #5
 - c. Four-year academic plans available/developed for most academic programs
 - *How:* make available on department webpages and as an accurate listing in the degree audit in CampusConnection (or catalog or other online location)
 - *Who:* Academic departments, VPAA
 - *When:* By fall 2018
 - *Resources needed:* Find the four-year plans submitted previously, determine a template, and have departments update them using template. Keep plans up-to-date each year; create an

annual deadline on the academic affairs calendar. Put in a central online location and have departments link there.

d. Branding Strategies

- *How*: Branding consultant
- *Who*: Flint from Fargo
- *When*: In-progress
- *Resources needed*: Time and money; feedback from various groups on campus

4. **Expand and enhance student academic support services.**

- a. See action item #2 – one-stop shop for academic support services
- b. Modify advising structure? See action item #5

5. **Revise and implement strategic enrollment management plan.**

a. Strategic Enrollment Management (SEM) plan (for all campus)

- *How*:
 1. Develop a vision statement that SEM is the responsibility of all departments;
 2. SEM committee with a broad cross section of campus (especially those faculty who report back to Faculty Senate),
 - a. Marketing Director and Enrollment Services included
 - b. Committee Chair = executive level or respected faculty member
 3. Establish in all employee expectations that students are central to Minot State's mission and should be the primary focus of all University actions;
 4. Review internal processes to remove barriers (see item #3 below)
- *Who*: All departments
- *When*: As soon as possible [critical need]
- *Resources needed*: Reorganization of the university, visibility for everyone to find, bring in accountability to this plan (i.e., through evaluations).

b. Operational Plan (for Enrollment Services)

- *How*: Dependent upon what is in the SEM plan
- *Who*: Enrollment Services
- *When*: As soon as possible
- *Resources needed*: More staff

c. Remove barriers to enrollment

- *How*:
 1. Study inquiry-applicant processes to coordinate efforts across campus;
 2. Simplify enrollment – challenge all departments to ensure all processes and procedures are student-focused;
 - a. Address student holds
 - b. Simplify new student enrollment
 - c. Recruit Back Program
 3. Study competitors regarding financial aid strategies and program promotions;
 4. Develop an active presence at two-year colleges;
 - a. 2 + 2 programs for appropriate programs at BSC, WSC, and DCB
 - b. Marketing of programs at two-year institutions
 5. Fix internal processes for new transfer students;
 6. Replace the net price calculator and gear it toward recruitment;
 7. Track applicants who do not enroll for purposes of future financial aid restructuring;
 8. Exit counseling for non-returning current students;
 9. Ensure high quality academic advising;
 10. Assure class availability for non-traditional students and lifetime learners (evening and summer course availability);

11. Ensure proper four-year course sequencing to promote four-year graduation guarantee for most programs

- *Who:* Multiple areas depending on item above
- *When:* As soon as possible
- *Resources needed:* Data, time, procedural changes, program adjustments

1. Allow CEL autonomy for program flexibility.

- *How:* Encourage CEL and departments to hire faculty and deliver coursework in response to community demand
- *Who:* CEL and departments
- *When:* As soon as possible
- *Resources and information needed:*

Objective 2:

Support and value commitment to teaching, scholarship, and service.

Action Items:

1. Expand "grow your own" program.

- *How:*
 1. Start by evaluating current practices by gathering faculty and staff input via survey, followed by open forum to discuss results.
 2. Look into sabbatical leave program for non-tenured/promoted professors and/or staff.
- *Who:* Faculty and Staff Senate, President's Staff, VPAA
- *When:* 2019
- *Resources and information needed:* This will require reallocation of funds (current: advanced study grants) and resources. Community encouragement to complete an advanced degree. What incentives are available for staff to continue their educational journey (succession programs)? look into requirement of commitment to Minot State after completing the program. How do we keep current students at Minot State as employees after graduating?

2. Continue to emphasize role of faculty in shared governance.

- *How:*
 1. Expand faculty role in strategic enrollment planning (see action item #5.1)
 2. Increased responsibility of the salary and budget committee (faculty senate subcommittee) (see action item #4)
 3. Academic Visioning group (VPAA tasked from Faculty Senate)
- *Who:* Faculty Senate, Chairs
- *When:* in progress
- *Resources and information needed:* create a culture of participation in committees at Minot State

3. Reevaluate the role of full-time vs. part-time faculty in stabilizing academic program delivery and program quality.

- *How:*
 1. Determine the current status and establish an acceptable range of each type of faculty member.
 2. Define tenure track, non-tenure track/special contract, and adjunct faculty

- *Who:* Chairs
- *When:* by 2019
- *Resources and information needed:* Use HLC standards to ensure we have the credentialed faculty requirements and the right mix of full-time and part-time.

4. Develop and implement institutional compensation strategy.

- *How:* Increased responsibility of the salary and budget committee to look at gender equity, discipline equity, and position equity
- *Who:* Faculty Senate Salary and Budget Committee, HR Director (on the committee), potential Staff Senate Salary and Budget Committee
- *When:* in progress
- *Resources and information needed:* CUPA data, Minot State equity survey results

Objective 3:

Offer professional development support to encourage commitment to the mission and vision.

Action Items:

1. **Reevaluate guidelines Support** staff professional growth opportunities in support of student learning outcomes.
 - *How:* Departments should prioritize as needed to make it known in future budget requests.
 - *Who:* Staff Senate, potentially the Staff Senate Salary and Budget Committee, HR
 - *When:* As soon as possible
 - *Resources and information needed:* Utilize on-campus expertise or bring in on-campus opportunities to expand professional development. Ensure budget dollars available for professional development opportunities.
2. Establish regular cycle of academic technology and policy training for campus.
 - *How:*
 1. Academic technology as budget allows;
 2. Policy training for IT procedures
 3. Mini sessions during faculty convocation
 - *Who:* VPAF, ITC
 - *When:* in progress [policy training/training on available technology is a critical need]
 - *Resources and information needed:* Consider including policy training for Business Office, Facilities, and HR departments (see #4).
3. Expand the availability of and participation in faculty development efforts focused on **engaged pedagogy for today's students**.
 - *How:*
 1. Departments should prioritize and request additional funding when needed;
 2. Bring experts to campus for development opportunities
 - *Who:* Academic departments and VPAA
 - *When:* As soon as possible
 - *Resources and information needed:* subject to availability of funds
4. Review and update campus policies.

- *How:*
 1. Constantly ongoing in conjunction with NDUS policy development;
 2. Include training on policy and procedure;
 3. Provide improved training for employees and communication to employees are critical
 - *Who:* Vice Presidents and respective departments
 - *When:* in progress
 1. *Resources and information needed:* Include multiple modalities of training options; Faculty and Staff Senates should convey information on policies in question.
5. Commit to performance metrics, accountability, and use of data in the evaluation of employees and programs
- *How:*
 1. Ensure consistency of employee evaluations between departments by revising staff evaluation forms,
 2. Determine consistency of performance metrics where appropriate
 - *Who:* VPAA and chairs (for faculty), HR (for staff)
 - *When:* As soon as possible [critical need]
 - *Resources and information needed:* Investigate merit-based salary increases.

Evidence

- ~~Great Plains Exceptional Scholar Awards~~
- New marketing strategy in-progress ~~under development~~
- 4 Year Automatic Scholarships
- Staff Handbook
- Retention Committee recommendations

Metric 2.2.3

- [Number of full-time professors](#)
- [Add information on the number of full time professors versus peer institutions](#)

Metric 2.2.4

- [Average salary of full-time professors](#)
- [Add information on the average salary of faculty and staff versus peer institutions](#)