

**December 19, 2017**

**Strategic Planning and Budget Council minutes**

**PRESENT:** Laurie Geller, Ann Beste-Guldeborg, DeVera Bowles, Andy Carter, Linda Cresap, Warren Gamas, Mike Linnell, Teresa Loftesnes, Annette Mennem, Jacek Mrozik, Cari Olson, Aaron Richard, Nicole Thom-Arens, Katie Tyler, Brent Winiger

**ABSENT:** Jay Wahlund

Report on sub-committee work continued:

*Goals and Objectives are to remain unchanged, but action items may be modified.*

**Objective 2: Recruit and Retain** – DeVera Bowles, Katie Tyler, Brent Winiger

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

**Objective 1:** Support and increase student enrollment and retention.

*Please see end of this document for detailing proposed steps and timeline relating to these Action Items:*

- Offer multi-year scholarship packages to recruit and retain quality students.
- Prioritize resources for student on-campus work, internships and research.
- Enhance and innovate recruitment, retention, promotion and branding strategies.
- Expand and enhance student academic support services.
- Revise and implement strategic [enrollment](#) management plan.

Respectfully Submitted,  
DeVera Bowles

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

### Objective 1:

Support and increase student enrollment and retention.

\*Where does Graduate School fit in?

#### Action Items:

1. Offer multi-year scholarship packages to recruit and retain quality students.
  1. Freshman plan: in-progress: <http://www.minotstateu.edu/enroll/scholarships.shtml>
  2. Create a Transfer plan:
    1. How: Need affordable plan
    2. Who: VPAF, Financial Aid, Enrollment Services, Advancement
    3. When: 1-2 years
    4. Resources and information needed: To develop a transfer scholarship plan, we need more endowed resources in general scholarships for more total dollars.
  3. 'Grants' from the foundation – that
    1. How: Awarded to students (not based on academic performance) but must be paid back if they do not meet satisfactory progress.
    2. Who: Advancement
    3. 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. (*see also Goal #1, #3, #5, and #6*)
  1. One-stop shop including career services for campus work and internships
    1. How: Consolidating student academic support services: Tutoring, disability student services, writing center, peer mentors, career services, etc.
    2. Who: Presidents Staff
    3. When: 2019
    4. Resources and information needed: Dining services plan (needs to precede this and is starting 2017-2018) to determine space allocation; retrieve the notes from the Academic Student Support Services Consolidation committee. Explore how internships work within each departments/colleges – perhaps a point person/college. 21<sup>st</sup> Century Workforce
  2. Student Research
    1. How: Dependent upon academic department budgets and curriculum
    2. Who: Academic departments and NDUS Undergraduate Research Council
    3. When: Dependent upon departments and NDUS/legislative funding
3. Enhance and innovate recruitment, retention, promotion and branding strategies.
  1. Minot State has a silo culture that needs to change to enhance and innovate recruitment, retention, promotion and branding strategies.
  2. Enrollment Management must be integrated as an on-going responsibility of all Minot State departments and all employees.
    1. How – see action item #5
  3. Four year academic plans available/developed for most academic programs
    1. How: available on department webpage and as an accurate listing in the degree audit in CampusConnection
    2. Who: Academic departments, VPAA
    3. When: By fall 2018
    4. Resources needed: find the plans submitted before and explore what's missing for the VPAA to request. Make sure plans are up to date. Make it a process to update annually (add to academic affairs calendar). Put in a central location and have departments link there.
4. Branding Strategies
  1. How: Branding consultant
  2. Who: Flint from Fargo

3. When: In-progress
4. Expand and enhance student academic support services.
  1. See action item #2
  2. Modify advising structure? See action item #5
5. Revise and implement strategic enrollment management plan.
  1. Strategic Enrollment Management (SEM) plan (for all campus)
    1. How:
      1. Develop a vision statement including that SEM is the responsibility of all departments;
      2. SEM committee with a broad cross section across campus (especially those faculty who report back to faculty senate),
        1. Marketing Director included,
        2. Enrollment Services included,
        3. 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)
    2. Who: All departments
    3. When: As soon as possible [critical need]
    4. Resources needed: Reorganization of the university, visibility for everyone to find, bring in accountability to this plan (i.e. through evaluations).
  2. Operational Plan (for Enrollment Services)
    1. How: dependent upon what is in the SEM plan
    2. Who: Enrollment Services
    3. When: As soon as possible
    4. Resources and information needed: More staff
  3. Remove barriers to enrollment
    1. 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;
        1. Holds
        2. Simplify new student enrollment
        3. Recruit Back
      3. Study competitors regarding financial aid strategies and program promotions;
      4. Develop an active presence at two year colleges;
        1. 2 + 2 programs for appropriate programs at BSC, WSC, and DCB
        2. Marketing of programs at two year institutions
      5. Fix internal processes for new transfer students;
      6. Replace the net price calculator and gear it towards recruitment;
      7. Track applicants who do not enroll for purposes of future financial aid restructuring;
      8. Exit counseling for non-returning current students;
      9. Establish 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
    2. When: As soon as possible
  4. Allow CEL autonomy for program flexibility. (still need to discuss)

**Objective 2: (still need to discuss)**

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

*Action Items:*

1. Expand "grow your own" program.
  1. Gather faculty input via survey, followed by open forum to discuss results
  2. Who: Faculty Senate

3. When: 2019
4. Resources and information needed: This will require reallocation of funds and resources.
2. Continue to emphasize role of faculty in shared governance.
  1. 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)
  2. When: in progress
3. Reevaluate the role of full-time vs. part-time faculty in stabilizing academic program delivery and program quality.
  1. How: Establish metrics for evaluating the issue.
  2. Who: Chairs
  3. When: by 2019
  4. 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.
  1. How:
    1. Increased responsibility of the salary and budget committee to look at gender equity, discipline equity, and position equity
  2. Who: Faculty Senate Salary and Budget Committee, HR Director (on the committee)
  3. When: in progress
  4. Resources and information needed: CUPA data

**Objective 3: (still need to discuss)**

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

*Action Items:*

1. Reevaluate guidelines for staff professional growth opportunities.
  1. How:
    1. Departments should prioritize as needed to make it known in future budget requests;
    2. Evaluate budget equity across departments
  2. Who: Staff Senate and HR
  3. When: As soon as possible
  4. Resources and information needed: Utilize on-campus expertise or bring in on-campus opportunities to expand professional development.
2. Establish regular cycle of academic technology and policy training for campus.
  1. How:
    1. Academic technology as budget allows;
    2. Policy training for IT procedures
  2. Who: VPAF
  3. When: in progress [policy training is a critical need]
  4. 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 pedagogy.
  1. How:
    1. Departments should prioritize and request additional funding when needed;
    2. Bring experts to campus for development opportunities
  2. Who: Academic departments and VPAA
  3. When: As soon as possible
  4. Resources and information needed: subject to availability of funds
4. Review and update campus policies.
  1. How:
    1. Constantly ongoing in conjunction with NDUS policy development;
    2. Include training on policy and procedure;
    3. Faculty and Staff Senates should convey information on policies in question;
    4. Improvements in training for employees and communication to employees are critical

2. Who: VPAF and respective departments
3. When: in progress
5. Commit to performance metrics, accountability, and use of data in the evaluation of employees and programs
  1. How:
    1. Ensure consistency of employee evaluations between departments;
    2. Determine consistency of performance metrics where appropriate
  2. Who: VPAA and chairs (for faculty), HR (for staff)
  3. When: As soon as possible [critical need]
  4. 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