FY 2004 University Planning and Budget Committee

Membership:
President Barden, David Crockett, Brittney Goodman, Doug Hamilton, Jean Hollaar (ex-officio), Bryan Kotta (MAPE, proxy Jerry Fuchs), Nancy Kruse (AFSCME), Bette Midgarden, Richard Pemble (IFO), Dave Renecker (AFSCME), Cliff Schuette (MSUAASF), Allen Sheets (IFO), Warren Wiese, Michael Redlinger (neighborhood representative)

IFO representatives:
through May 2004
    Jim Bartruff (proxy Tim Borchers)
    Al Davis
appointed June 2004
    Jill Frederick
    Scott Seltveit

Student Representatives:
    Kristin Bentz
    Travis Maier
    Heidi Petersen
FY 2004 University Planning and Budget Committee
Meeting Notes
Academic Year 2003-2004

Tuesday, June 29, 2004
Present: Barden Frederick Fuchs (proxy for Kotta) Goodman Hamilton Hollaar Kruse Maier Midgarden Renecker Schuette Seltveit Wiese
Absent: Bentz Crockett Pemble Petersen Redlinger Sheets
Agenda:
DRAFT FY 2005 MSUM Work Plan
Prioritizing capital projects and scholarships for a major fund drive

Thursday, May 6, 2004
Present: Barden Bentz Borchers (proxy for Bartruff) Goodman Hamilton Hollaar Kotta Kruse Midgarden Pemble Petersen Redlinger Renecker Schuette Sheets Wiese
Absent: Crockett Davis Maier
Agenda:
DRAFT MnSCU annual work plan – actions for 2004-2005
Identify items from MSUM FY 2004 work plan to be “carried forward” to FY 2005

Thursday, April 8, 2004
Present: Barden Bartruff Bentz Crockett Goodman Hamilton Hollaar Kotta Kruse Pemble Petersen Schuette Sheets Wiese
Absent: Davis Maier Midgarden Redlinger Renecker
Agenda:
FY 2004 budget report – 3rd quarter
FY 2004 carryforward process
FY 2005 budget planning revenue to be allocated
FY 2005 budget planning revenue allocation & budget targets
MSUM FY 2004 work plan – 3rd quarter report, March 2004

Thursday, March 11, 2004
Present: Barden Bartruff Bentz Crockett Goodman Hamilton Hollaar Kotta Maier Midgarden Pemble Petersen Redlinger Renecker Schuette Sheets Wiese
Absent: Davis Kruse
Agenda:
FY 2005 Budget Planning

Thursday, February 12, 2004
Present: Barden Bartruff Bentz Goodman Hamilton Hollaar Kotta Kruse Midgarden Pemble Petersen Schuette Sheets
Absent: Crockett Davis Maier Redlinger Renecker Wiese
Agenda:
ACT/high school rank presentation and discussion of changes in current admission policies – continued committee discussion
Thursday, January 22, 2004
Present: Bartruff Bentz Goodman Hollaar Kotta Kruse Maier Midgarden Pemble Petersen Redlinger Schuette Sheets Wiese
Absent: Barden Crockett Davis Hamilton Renecker
Agenda:
FY 2004 budget report – 2nd quarter
MSUM FY 2004 work plan – 2nd quarter report, December 2003
FY 2003 annual financial report
ACT/high school rank presentation and discussion of changes in current admission policies – Midgarden

Thursday, December 11, 2003
Present: Barden Bartruff Bentz Goodman Hamilton Hollaar Kotta Kruse Pemble Petersen Renecker Sheets Wiese
Absent: Crockett Davis Maier Midgarden Redlinger Schuette
Agenda:
MSUM FY 2004 Budget Book
MnSCU Rural Alliance Initial Report - Spring 2003
Cost efficiency discussion notes – committee discussion

Thursday, November 13, 2003
Present: Barden Bartruff Crockett Hollaar Kotta Kruse Maier Pemble Petersen Renecker
Absent: Bentz Davis Goodman Hamilton Midgarden Redlinger Schuette Sheets Wiese
Agenda:
MSUM FY 2004 work plan/action items - 1st quarter report, October 2003
MSUM FY 2004 work plan action item assignment - DRAFT
Cost Efficiency outline – continued committee discussion

Wednesday, November 12, 2003
University financial audit exit meeting

Thursday, October 30, 2003
Present: Barden Bartruff Bentz Crockett Goodman Hollaar Kotta Kruse Maier Pemble Petersen Redlinger Renecker Schuette Sheets
Absent: Davis Hamilton Midgarden Wiese
Agenda:
MSUM FY 2005 Budget Planning – Preliminary Revenue to be Allocated
AASCU State Fiscal Conditions “Options Narrow, Pressures Mount as Budget Crunch Drags On” - October 2003
Cost Efficiency outline – committee discussion

Thursday, October 9, 2003
Present: Barden Bartruff Goodman Hollaar Kruse Maier Midgarden Pemble Redlinger Renecker Schuette Sheets Wiese
Absent: Bentz Crockett Davis Hamilton Kotta Petersen
**Agenda:**
MSUM FY 2004 work plan
MSUM FY 2004 work plan and action items
General Fund Balance Forward Reconciliation
FY 2004 budget report - 1st quarter
FY 2003 and FY 2004 expenditure and comparison

**Thursday, September 18, 2003**
**Present:** Barden Bartruff Bentz Goodman Hamilton Hollaar Kotta Kruse Maier Pemble Petersen Redlinger Renecker Schuette Sheets Wiese
**Absent:** Crockett Davis Midgarden

**Agenda:**
Discussion and revision of MSUM FY 2004 work plan/action items draft

**Thursday, September 11, 2003**
**Present:** Barden Bartruff Goodman Hamilton Kotta Kruse Maier Midgarden Pemble Redlinger Renecker Sheets Wiese
**Absent:** Bentz Crockett Davis Hollaar Petersen Schuette

**Working Session.**
1. Barden asked the group to go to page 7 of the University Strategic Plan. The goal is to connect the issues that we already have underway as a consequence of our planning. We need to create a work plan to connect what we are doing this year to our strategic priority issues.
2. Barden reviewed the strategic priority issues.
   a. Goal 1: MSUM will adequately fund appropriate services, programs and facilities.
   b. MSUM will maintain optimal enrollment based on resources and student needs. The administrative team has been using 7500 (+/-). Right now, we have a higher enrollment, but the demographic trends would indicate that we will have a downward trend. Once we have the Science Teaching Lab and Hagen completed, we will have additional space. When we move into MacLean Hall for remodeling, we will continue to have space issues.
   c. Student recruitment: We are certainly into funding/supporting diverse student recruitment. Midgarden is working on understanding the trend lines in terms of the types of students we are getting. We need to identify the studies we are working on for the year.
   d. Barden noted that Hamilton had noted the transition from print to using more web-based communications and less print. This would go under contact with potential students. Most of our effort in reaching the public in recruiting is targeting students and their families.
   e. Image: We’ve talked about this in several ways. Recall that at the retreat this summer, Susan Grover asked the group to identify MSUM strengths. In our strategic documentation, this is identified as “identity.” We are having difficulty with our identity—there isn’t a whole lot of consensus. Image is what those outside of campus think of us. Image is earned over time. You can lose it quickly, but it is hard to transition an image or
reputation through a period of time. There will need to be effort in this area.

f. External community: White Earth Tribal and Community College and (NWTech) and our collaborations with those are external communities. Recall that Redlinger brought up the 7th Avenue between CC and MSUM. We don’t anticipate doing anything that costs us money this year, but in time this will need attention.

g. Educational Resources: Classroom technology, physical plant/maintenance, migration to MnLINK. This is probably our longest list of work issues.

h. Educational Needs/State Support/Outside Funding: There weren’t any issues apparently identified here.

i. Diversity: Diverse student recruitment, TOCAR. Barden said TOCAR is a higher education enterprise for the community. Somehow this needs to be defined further.

j. Outside Funding: Alumni Foundation’s telethons and connection to department support is in this area.

k. Culture: Barden said that change process needs to be addressed quickly. We tend to make changes without preparing people appropriately. For example, the phone system and the new web pages were put out there too quickly and there wasn’t much done to prepare the campus for the change. Most of the campus is intuitive. They need to understand that people need to have some time to process change. We need to sharpen our strategies in this area.

3. Items already identified as priorities in the University budget:

a. White Earth Tribal and Community College will be identified several times in the work plan because we have committed the money to it already. We are in a relationship with them and we are the accredited institution that is helping them get started. All of their faculty have a mentor assigned to them, from this campus. In return, we accept courses taught by their mentored faculty. We were asked by the North Central Association and the Tribal Community College Board to help, and we are. Judy Strong is our key leader in this ongoing project.

b. Diverse Student Recruitment: Primarily, this has meant that Ann Hanson is our full-time employee (our only) located in the Twin Cities. Part of her goal is to target the racially diverse colleges. She is experienced in working with the students in the Twin Cities area. She also facilitates bringing our faculty to the Twin Cities for alumni connections and visits.

c. TOCAR: This is ongoing.

d. Alumni Foundation: This is new. It was arranged by the deans, the development office and the advising committee. The strategy is to have the departments contact their own alumni through the phone-a-thon so that they can raise funds for their own departments. It is anticipated to generate a significant increase in donations.

4. Student Credit Hour Generation: Midgarden said that one goal is to help people understand how much programs cost. For example, nursing is one of our most
expensive programs. Another is the art/design department. There has been significant growth yet we are physically constrained. There are other departments that have been asked to generate a lot of credit hours. If those departments decrease, the institution loses on student credit hour generation. The AAC has agreed that all the colleges will try for the same target – at this point the goal is 600 credit hours, if on average there are 25 students in each course. This is a resource and efficiency issue. Sometimes we simply can’t afford to grow a program. Midgarden emphasized that we need to understand it better. Barden said that this issue could go into “Efficiency of Program Cost.” and “Program Quality.”

5. 4-Credit Classes: This goes into “Efficient Use of Facilities,” and “Scheduling.”

6. Classroom Technology: This is consistent with the technology plan. Faculty want to incorporate technology. We don’t have the rooms to accommodate them. Connect this issue to the Technology Plan. Bartruff asked how quickly if tier IV is obsolete before we get there? Kotta said that facility renewal schedules have to be planned. Barden said that we need to transition to Desire2Learn from WebCT.

7. Programmatic Collaboration and Regional Outreach – Nursing through TCU must be added to WETCC, and MSCTC.

8. Physical Plant: Renecker said deferred maintenance on the east side of campus is a growing problem. For example, carpeting is a problem. Some classrooms have duct tape on the floor. The library has carpet squares that are falling apart. We are doing well with new construction and remodeling, but there are things that are simply left behind. IN painting, the CA around the practice room needs to be done. Our painters have been doing signs for parking lots and they keep having to update the signs. Point tucking in the buildings has been taking a lot of time. We need a thorough study of the exterior of our buildings. Repairing after contractors leave has also been an issue. Contractors aren’t coming back and we’re releasing them without a proper inspection. Equipment –stage tables for graduation are in terrible condition. Barden said that we’ve identified this in the budget, but there were other things that had to be finished when we had to trim the budget. In the CA where they do their customs. We will someday have to redo that area. Jim Bartruff said it’s standard operation to break a power breaker—not enough power for the system. The Chancellor’s staff knows we are the campus with a deferred list. We’ve coasted for a long time.

9. Admissions: Warren Wiese and Bette Midgarden have been working together on admission standards for students and whether they should be admitted through the Gateway program or the New Center. President Barden stated our view is that we know we have students at the level where we need to help them. If they need remediation, we cannot help. They are properly placed, but need a little extra help. We believe some will not have a successful experience with us. The goal is for them to graduate and achieve their personal obligations. We have to figure out how to do this.

10. Library weeding: Brittney Goodman. If we had the space we wouldn’t need to weed. A TCU storage area is currently under discussion about acquiring a space with quick retrieval. All TCU schools are seeing the same problem. The area that Pat Max wanted carpeted—reading room—has not been carpeted due to facilities
and space issues. We might want to add the regional storage area and make the area more attractive and spacious for the students. Bartruff commented that if a partnership could come into the space it would be huge for faculty morale. Goodman said the focus is on undergrad research and not a graduate facility. In the Cities, we were given a specific volume.

11. Enrollment management – already discussed.
12. Library and technology issues: working with MnSCU and tech resources.
13. Paper to electronic form: Hamilton. There is discussion underway now using HTML with prospective students. We are changing the way we evaluate or categorize student contacts. Instead of sending post cards, students can now contact us via web and email. Response time is better (HTML—video version of post card). A website, go.mnstate.edu, has program sheets that we used to print up and stack everywhere. All program sheets will be migrated to the web. President Barden wondered about older version computers and their ability to access. Doug said this has been considered. Pemble commented that departments no longer receive a list of students who have indicated an interest in a certain field. Biology used to have a lot of contact with these students and but not any longer because they no longer receive the lists. Pemble would like to do this again electronically if he could get a list from admissions.

14. Metropolitan Government: Michael Redlinger asked for feedback on street parking. At the city level, they want to know how our campus integrates into the city. The city owns a square parcel of land south of 24th and through the planning process they are talking about parking. MSUM has the least amount of parking spots compared to other campuses. The city is discussing housing too, looking at corridor—7th avenue. This is the city’s focus for the next year.

15. President Barden has enough info for a work plan (draft) and distribute next week at this time. The Chancellor will be visiting our campus on Sept. 23. He and the other MnSCU visitors will be visiting projects on the bonding list.

16. The meeting time for this semester was changed to 9-10:00 a.m. A draft copy of the work plan will be emailed. Development of the campus master plan might be included.

Thursday, September 4, 2003

Present: Barden Bartruff Goodman Hamilton Hollaar Kruse Maier Midgarden Pemble Redlinger Renecker Schuette Sheets Wiese

Absent: Bentz Crockett Davis Kotta Petersen

Agenda:
The meeting focus was on drafting action items for the MSU Moorhead FY 2004 annual work plan in conjunction with the MnSCU Strategic Plan – Designing the Future, the MnSCU Annual Work Plan, and the MSU Moorhead Strategic Plan.

The following items will be included in the MSU Moorhead FY 2004 annual work plan as they were funded as new initiatives in the budget planning process:

White Earth Tribal Community College and MSU Moorhead Collaboration
Diverse Student Recruitment
The following were presented by the committee members as items that are either being worked on or in the process of being developed:

Student credit hour generation targets - Midgarden
Three to four credit task force (efficient use of facilities) - Midgarden
Classroom technology improvements - Midgarden
Programmatic collaboration & regional outreach – Barden/Midgarden
Physical plant deferred maintenance - Renecker
Work with MN State Community & Technical College – Moorhead with respect to Admissions - Midgarden
Responsible financing of the institution - Barden
Library WEEDING project - Goodman
Enrollment management - Midgarden
Migration of the Library PALS system to the MnLINK Aleph 500 system - Goodman
Paper to electronic form of communication - Hamilton
Metropolitan Council of Governments (MetroCOG) study of street parking - Redlinger
7th Avenue business development plan - Redlinger

The following were presented by the committee members as items of concern:

Increasing workloads for faculty (larger class sizes/doing more with less) – Sheets
Increasing number of students with higher expectations and/or special needs (doing more with less) – Wiese

Further clarification:
The increasing number of students affect all service units, but most directly affect the human and financial resources of Admissions as our prospective numbers/contacts have increased and yield has decreased; Financial Aid with the number of MSUM students receiving financial aid growing to 87%/over $40 million dispersed; and Hendrix Health Center with more students requiring medical attention.

The "higher expectations" are in the form of wanting more individualized attention, instant responses, cutting edge technology, and amenities, such as, well-equipped single rooms in the residence halls, high tech smart classrooms, convenience in all forms (food, parking, class schedule, etc.). Expectations are driven in part by the lifestyle they have grown up with and have become
accustomed to, and because they are now paying more for an educational experience they expect to get more. They also have greater expectations for involvement, their own leadership development and formalized "credit" for organizational/volunteer/employment, participation (co-curricular transcript).

The "special needs" are noticed by increasing numbers of students requiring disability service assistance, Counseling Center numbers increasing, Hendrix Health Center alcohol/drug interventions and counseling, an increased number of minority and international students, the latter further complicated by SEVIS.

All of the above have connections to student recruitment and retention, image, the campus diversity initiative and mandates and compliance issues.