Joint Planning, Budget and Assessment Sub-Meet & Confer
April 2, 2009
Johnson Alumni Room
11-12:30 p.m.

Attendees: Jackie Lewis, Gregg Marg, Mike Miller, Michael Bentley, Marcus Brock, Margot Zelenz, John Caven, Pat Davis, Justine Martin, Eiji Kawabata, John Knox, Kevin Buisman, Chris Mickle, Marilyn Delmont, Pam Weller-Dengel, Stephen Larson, Helen Walters, David Cowan, Don Larsson, Lynn Akey, Rick Straka, Chris Connolly, Dan Swart, Scott Johnson, Mary Bliesmer, Kitty Ford, Michael Fagin, Carol Stallkamp, Rosemary Kinne, Sharon Sandland, Ellen Mrja, Avra Johnson, John Seymour, Steve Smith, Harshdeep Bhasin, Scott Olson, President Davenport, Bob Hoffman, Kim Pederson and Vickie Hanson.

John Seymour welcomed everyone. Today we are combining three groups: Planning SubMeet, Budget SubMeet and Assessment SubMeet. This year I’ve been the co-chair of Planning with Provost Olson. Today we are at the cross-roads and would like to set the stage in this meeting
1) Think about the immediate concerns and think about the process
2) Think about how to work with shared governance well
3) We do have a future and we want to make sure that the concerns and the process get us to the future

HLC came through with some advice on how we plan, access and communicate through all levels of the university. A process has grown and one key element is that the:
- Assessment Committee was been added as full a SubMeet & Confer
- Planning SubMeet has expanded in its scope. It is no longer just the review of the RFP for the strategic funding money, we now have:
  - Strategic Planning
  - Contract Review
  - Master Plan
- The intent is to be much more deliberate at including discussion at every level.

Jackie Lewis, Co-Chair of Assessment introduced VP Straka to discuss the budget situation.

*VP Straka-*
We have talked a lot about where we are at in the budget right now at the Town Hall meeting and Budget SubMeet & Confer. The worse case budget scenario and some of the assumptions used were 4% tuition increase, but it may move to 5%. The appropriation assumption is 13% down. The House and Senate say there needs to be some type of revenue enhancement with a sales tax or income tax expansion and the Governor says he believes there will be no revenue enhancement in this process. If the House plan comes through with revenue enhancement we should see a significant betterment 7-8% reduction for appropriation. If they cannot get that their target for higher ed is 12.2% decrease in base over this year. The Governor is at 13%. The great unknown for us is the federal stimulus. Yesterday we received a 53-page document that guidelines how we might spend that for higher ed. The Board discussion is that a major part of that flow through to students in tuition relief. The rest is the expectation that we do one-time
investments in higher ed. It may be building related to make us more energy efficient, reduce long-term debt, decrease utilities budget and facility based to operate more efficiently. It’s a way to transition in what we know will be a cut to our base in 2012-13 there will be significant issues for the State of Minnesota. Governor’s plan cuts MnSCU $161M. We know will be getting to a cliff in 2012. The Board of Trustees goal is that we should plan for that cliff now and see what we can do to transition to get there. Need the plan for 2012 now. Still in hurry up and wait mode. The Board of Trustees has delayed their normal schedule of operating budget and tuition decisions. They have put off all discussions of the operating budget until the first week in June with they will not approve the operating budget until July. This is the basic reason we went out with the 10% plan which generated $10.5M. The number one priority was enrollment management and maintaining direct classroom instruction. $1.5M went to classroom instruction. $1/2M has also been set aside for direct classroom instruction when it can be released. We should have a much better picture in May as to what the budget might be.

Positive notes-First, remember that as difficult as it is to make these restructuring decisions let’s not forget that 92-93% of what we are doing we will still be doing. That is another reason to make the decision now is to bring some clarity, hope and continuity to what we do. We will still do great things. Secondly, if we make this adjustment now, if the economy doesn’t get worse, we should only see minor adjustments in two years. Then we can focus on what will make us successful the next 5-20 years. In two years hope we can focus on where we will be investing in the university.

President Davenport-
VP Straka hit all the highlights and important points. I would like to underscore the secret to success lies in enrollment management. If we see our enrollment starting to dip during these times it will have even more profound effects. We are pulling together all of our resources to focus on the management of students. I see things pretty positively at a time like this. We have a lot of friends at the university including the Governor and all of the DFL leaders supporting the university. A lot of you here have been helping and working with government relations to make sure we have them on board. We are keeping our focus strategic in where we are making our cuts, making sure that we know where we are on a day-to-day basis. Putting resources in 7700 France which will have a short-term positive return on investment. I know that’s a question for many people that might not understand what our goals are. It goes back to enrollment management as we build our enrollment, that’s where the students are. The students there are not typically the students that will come to the campus. Typically these are non-traditional students, student working, adults going back. We can capture those students and meet their needs without them ever sitting foot on campus. It will pay large dividends to us because that is a model that will return revenues to campus to help with our programs here. We’ll look for other institutions to fail, not just two year colleges. Not sure how they will continue without support from the rest of us. There are also some universities that are in big travel throughout the state. We’re not one of them. We are at a very good position. All I can say is we are extremely fortunate to have VP Strake and Provost Olson and all of our deans as they position us to be successful. VP Delmont on the IT side has a great vision and is there to solve problems. Thank you for all the work you do as a joint committee. It is really going to take all of us to address the problem.
Looking around I see Kevin Buisman here and there is not enough that can be said to the success of our athletic programs under his leadership. It’s hard to calculate how much positive support we get as a result of the visibility of Athletics.

We are working through touch decisions with reorganization and trimming at the administrative level. I urge you to not believe everything you hear. We will be balancing the elimination of positions on the gender so it’s not all women that are losing positions. There will be a certain number of males as well.

The Office of the Chancellor will be taking comparable cuts at least equal to the campuses. I serve on the Finance Committee Executive Leadership Council and we reviewed their cuts two days ago and they are real.

Mary Bliesmer, Co-Chair of Budget SubMeet & Confer introduced VP Hoffman and Provost Olson to discuss an Update on Reorganization.

*Provost Olson*-

One other thing to point out on budget at least the Academic Affairs 10% plan is on the table. VP Straka, every plan is on the Budget website except for Athletics. That is another part of what we should all be doing is looking at those plans. That’s part of budgeting, planning and assessment to look at the details and get us your feedback on what you think we should or should not be doing.

As far as the restructure goes you should have some of the proposed restructuring of Student Affairs in your packet. The first four charts were developed by a committee of Walt Wolff, Rick Straka, Lori Lamb and Scott Olson at the President’s request. They were primarily focused on where the pieces of Student Affairs go in a merge Academic/Student Affairs division or divisions. None of the charts were meant to be definitive. The purpose of those org charts is to provoke discussion and think about what should happen. The goal is to enhance student services. The other plans have come forward and are models to look at. There are a number of different models to look at. The goal is we are hoping for feedback by next Thursday, April 9, 2009 which is Meet & confer day. Want you to come back with insight from your bargaining units to Meet & Confer. That is the information on the Student Affairs piece.

VP Hoffman will comment on the changes that have been happening in enrollment management piece. The goal with what we are doing with Extended Learning is to:

1) To avoid the financial cliff in terms of allocation and tuition
2) The other cliff we are looking at is the high school graduation cliff
   • It will peak this year and will go down steadily for 10-12 years before going up again.

In order to mitigate that we have to go online and off campus (7700 France) or the kind of cuts we are seeing now to our budget are nothing. If we do nothing and just ride that high school graduation cliff down like we have done in the past we will be looking at cuts that are twice the size of the cuts we just went through in the near future. Need to find ways to find students through diversity, from other states and online.
VP Hoffman-
The College of Extended Learning and the Strategic Business, Education and Regional Partnerships Division have a lot of overlap. The realities of what’s happening:

- Residence campus as we know it is going to change. The demographics will drop dramatically (1/3 to 1/2 drop in 10-15 years).
- There is a continuous learning (business training)
  o There is tremendous interest in the business for wanting to retrain, train and continuous learn looking for partnerships to help them with their employees. They want to keep their best employees
- Place bound learners are going to be a fact in the future. They just don’t have the mobility that we have had in the past.
- Migration of the population to the Twin Cities. How do we keep our people here?
- What’s important in the future? We look at some areas that are critical. Place bound person or worker and look at 7700 France in the Twin Cities. Regionalization-7700 France is part of a plan. We have represented that area and the second part is online. Online is here to stay, we need to pick it up and accelerate the pace. Recognizing we have to go to the learner. Whether it’s a site or area.
- We have concurrent students (PSEO). Schools are very interested and we have a very good program we just need to accelerate that.

The College of Extended Learning has the potential to be out there leading us in areas where it is going. There are some concerns I have is we have to move a little quicker and accelerate the process. The competition that has come into the Twin Cities we also have the BS Degree we are working on. I started working with a couple of businesses in 2008 and now it looks like this degree will be ready in spring 2010 and I have lost one and could lose another because other universities have stepped in. Will have to focus on a plan for online learning and look at the big picture. There is tremendous emphasis in completing undergraduate degrees.

Table Discussions
John Seymour-
We’ll have you split into the various submeets to come up with ideas to take back to your leadership:

1) Think about between now and the end of the semester what are the couple of things you want to accomplish, communicate, commit and take back to your leadership so that conversation can continue
2) The three submeet meeting has been very helpful and work well together to coordinate the many efforts and suggestions you have on process as a recommendation for more discussion
3) Think about the future and how to carry all of these important issues and efforts into the next academic year. Develop a mission for your submeet for the fall and think about what your role will be to carry that through.
The Subgroups meet and came back with the following:

*Question #1:* What are the immediate concerns that should be addressed by your sub-meet between now and the end of this academic year? What steps need to be taken?

**Budget SubMeet & Confer:**
1. Plan for the April 23 meeting agenda will include:
   a) Contracts
   b) Vehicles and Parking

**Assessment:**
1. What questions relate to us?
   a) Data for decision making processes
   b) Identify the metrics for decision making
   c) Clear vision statement and student learning outcomes
   d) Integrated plan that reflects Assessment, Budget and Planning processes for the institution

**Planning:** As we wrap up this Academic year we want to talk about a
1. Summer communication plan
2. Look at organizational structure, changes suggested and get comments and input
3. Enrollment Plan report need to begin to focus on

*Question #2:* What suggestions do you have for making the three sub-meets work effectively together, now and in the future?

**Assessment:**
1. Steps we have identified:
   a) Need institutional assessment application software (Dr. Johnson is looking at)
   b) Need to finalize the student learning outcomes for the institution
   c) Identify metrics for decision making, need clear data

**Budget:**
1. Try to lay out at the beginning of each year meeting plans for the joint meetings:
   a) Schedule three individual meet & confer meetings for the year
   b) Schedule two joint meeting for the semester

**Planning:**
1. Consider virtual communication meeting tools
2. Orientation and training for membership as well as the mission and how the pieces fit together
Question #3: As your sub-meet looks toward the upcoming academic year (2009-2010), what are predictable concerns that your sub-meet should be prepared to address when you return in the fall?

Planning:
1. Strategic plan report card due online very soon, review that and make recommendations as we go into the fall
2. Training area, the August Planning Retreat can be a time to help our submeet and the process work more effectively
3. Orientation for planning committee and new members
4. Enrollment management plan

Budget:
1. Talked about the way Budget Submeet would work next year. VP Straka has had beginning dialogue time for people to bring up anything that comes up and wants it to be more dialogue related.

Assessment:
1. Identify metrics for decision making

Avra Johnson, thank you for coming and bringing forth the wonderful ideas to work on through the summer and bring back structure.

In closing:
John Seymour -
1. Work List for SubMeets
2. Personal mission plan
3. Know who you need to talk to now to keep the conversations going

VP Straka commented that Avra Johnson headed up the master facility plan getting it finalized by MnSCU it is complete. Need to tie the plan into entire strategic plan as we move forward.

Dean Miller-The Assessment SubMeet has concerns that they are not as far along as they wanted to be. Now Lynn Akey will be in a position to focus on assessment.