

CPBAC – College Planning, Budgeting, and Analysis
Committee 08/30/19 | 8:00-9:30 a.m. | Room B108

Members in attendance:

Dave Bonilla	Chief Technology Officer
Mary Kay Bonilla	Executive Director of Human Resources & Associate Dean of Student Services
Dr. Leanne Frost	Director of General Studies
Leah Habel	Director of Financial Aid
Shannon Marr	Director of Recruitment and Enrollment
Kathy Meier	Director of Disability Services
Russell Motschenbacher	Health Sciences Division Director – via Webex
Eleazar Ortega	Institutional Researcher
Heather Palermo	Director of Lifelong Learning – via Webex
Jana Parsons	Faculty Senate Representative
Dr. Heidi Pasek	Associate Dean / CAO
Carmen Roberts	Director of Operations
Joel Sims	Director of Trades – via Webex
Gary Smart	Director of Facilities
Troy Stoddard	Director of Advising and Career Center
Karen Vosen	Classified Staff-at-Large
Dena Wagner-Fossen	Registrar
Laura Wight	Director of Library Services
Mandy Wright	Director of Assessment
Dr. Susan Wolff	CEO / Dean - Chair

Members not in attendance:

Cheryl McGee	Classified Staff-at-Large
Charla Merja	Director of Academic Success Center

I. Welcome Back! | Dr. Pasek | Ms. Roberts

II. Introductions | All

Dr. Pasek encouraged everyone to get the word out that anyone is welcome to attend CPBAC.

III. Budget Update | Ms. Roberts

See attached

Fall numbers are not yet complete. The budget will be approved at the fall BOR meeting.

Revenue:

Total Operating Revenue has decreased. The percentage of our budget provided by the State of Montana has increased: in 2019 almost 70% of our revenue comes from the state, not from our students. The percentage of State Support per Res FTE is increasing due to the decrease in enrollment.

Expendures:

The Board of Regents' expectation is that we spend 50% of our money on instruction.

Student FTE has declined 18% since FY16.

Expenditures per student increased from \$9,473 to \$10,433 because our spending hasn't declined as fast as our enrollment.

BOR may ask why we haven't cut our budget to match enrollment declines.

Carmen thanked the group for their efforts as we have never had to delve into our reserve to cover expenses.

Dr. Wolff noted that when we look at expenditures per student, keep in mind that salary increases are bargained

.The legislature defines the salary increases, but only funds a portion of them.

MUS State Support per Resident FTE: Current unrestricted expenditures per FTE (what we're spending per student) compared to other institutions.

Personal Services (Personnel) will be discussed at BOR. The percentage of total budget spent on Personal Services is 86%, higher than recommended. The cost of benefits has not increased.

Fall tuition is currently \$235,000 lower than our budget.

- Will increase when all concurrent dual enrollment students tuition has been paid (last year was around \$50,000)
- May increase when enrollment of second 8-week block students is complete. Recruitment of second block students will focus on students within our region
- We may see around \$200,000 salary savings from hiring gaps (the savings from when an employee leaves and we fill the position)

The college will recruit second block students, focusing on students within our region.

The budget book will be presented at next month's CPBAC after the Board approves the budget.

IV. Strategic Plan: Presentation by the CAAAC and Approval Vote | CAAAC

See attached

Dr. Pasek reported that we received word from NWCCU that all new standards have been approved.

Mandy Wright, the newly appointed Director of Assessment, together with members of the CAAAC, will present the new mission statement and strategic plan for input and approval.

Mandy discussed the background of the process to review the Mission Statement and Strategic Plan.

A version of the Institutional Effectiveness Process developed by Texas Southmost College will be created by CAAAC. This cycle shows that strategic planning is one cycle and operational planning is another cycle. CAAAC is working to separate operational actions from strategic actions. If your area was not reflected in the Strategic Plan, this means that what you're doing is good and does not need to be addressed.

Mission

Great Falls College MSU provides high quality educational experiences that support student success and meet the needs of our community.

Mandy discussed the background of the process to review the Mission Statement and Strategic Plan. A version of the Institutional Effectiveness Process developed by Texas Southmost College will be created by CAAAC. This cycle shows that strategic planning is one cycle and operational plan is another cycle. CAAAC is working to separate operational actions from strategic actions. Today the

Strategic Goals/Action/Metric

Strategic Goal 1:

Action 1.a.

- Incorporating HIPs is a positive.
- The percentage of students completing course evaluations is between 30-40%.
- Will we measure action 1.a each year and then have a five-year measure?
This is where we are right now; still under discussion.
- Are we only measuring the student evaluations from the courses integrating HIPS?
Need to identify which courses have high quality HIPS; from that pool of courses, we can evaluate at the operational level.
- The committee discussed whether and how it could be determined if results of student evaluations were a direct result of HIPs. Dr. Pasek noted that Labor Management is working on this. Committee is working to figure out whether we can use existing metrics

Action 1.b

- Insert “random sample”

Action 1.c

- “Integrative Educational Model” was used instead of “8 Week Advantage” in the second metric in order to keep the Strategic Plan more general and not include specific initiatives

Action 1.d.

- The actions of the Joint Director task forces (Enrollment and Engagement | Retention & Completion) are tracked on a spreadsheet.

Action 1.e.

- To ensure there is a solid assessment in place, the baseline is set in Year Three of the plan with data analyzed in Year Five. Committee worked hard to ensure the plan was aligned with accreditation.

Strategic Goal 2:

Action 2a:

- The first metric will be reworded to “increase by 10% the proportion of General Education and General Studies students who graduate within 150% time.”

Action 2.b.

- The second metric will be reworded.

Strategic Goal 3:

Action 3.a.

- This is about communication—accessible, readily available, transparent
- The Strategic Plan will include a narrative addressing what we are currently doing well

Next steps:

- Submit comments on the Strategic Plan to CAAAC members by next Wednesday, September 4.

- An electronic vote on the Strategic Plan will be taken.

Mission Statement Vote and Approval

Heidi Pasek requested that the group approve the mission statement today so it can be submitted to the Board of Regents. Jana Parsons made a motion to approve the Mission Statement. Gary Smart seconded the motion.

There was no discussion.

The mission statement was approved.

V. Policy Updates Next Steps

- Will be discussed at 9/27/19 CPBAC meeting
- Updates moved forward to Faculty Senate and Staff Senate
- Electronic voting

VI. Committee Membership

- Will be discussed at 9/27/19 CPBAC meeting

CPBAC

August 30, 2019

CPBAC AGENDA

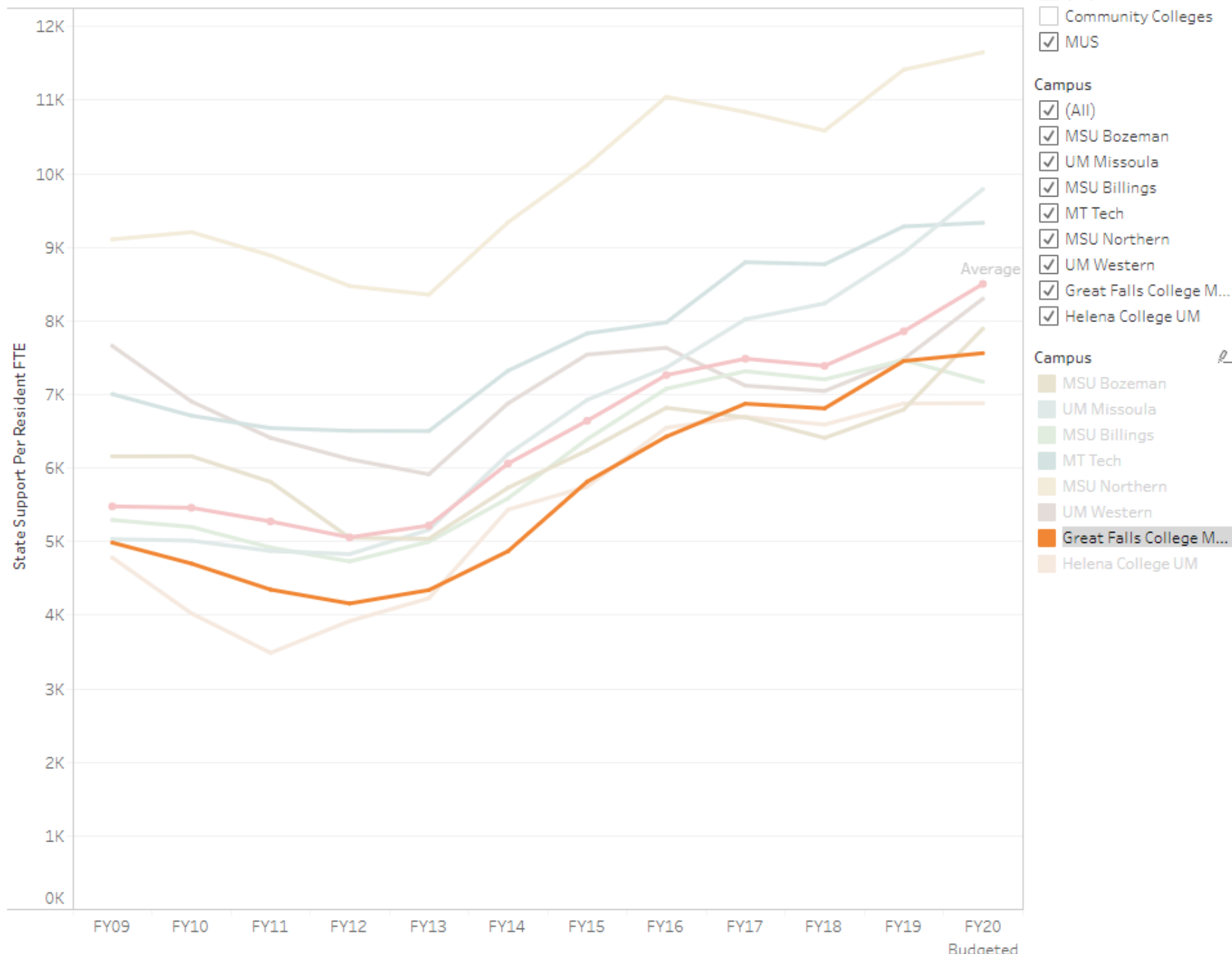
- Introductions
- Budget Updates
- Strategic Plan Presentation
- Policy Updates
- Committee Membership

BUDGET

REVENUE

	FY16	FY17	FY18	FY19	FY20
					Budgeted
State Support	\$7,562,802	\$7,710,069	\$7,383,000	\$7,413,285	\$7,522,417
Net Tuition Revenue	\$3,599,267	\$3,465,759	\$3,394,795	\$2,939,475	\$3,066,476
Transfers/Other/MUS_RP	\$266,677	\$636,178	\$224,302	\$244,021	\$155,600
Total Operating Revenue	\$11,428,746	\$11,812,006	\$11,002,097	\$10,596,781	\$10,744,493
Discounts/Waivers	\$141,755	\$171,121	\$140,580	\$149,352	\$158,290
Total Current Unrestricted	\$11,570,501	\$11,983,128	\$11,142,677	\$10,746,133	\$10,902,783
Student FTE	1,220	1,181	1,128	1,029	1,029
Resident Students	1,178	1,123	1,085	996	996
Non-resident Students	42	58	43	33	33
Key Metrics					
State % Share	66.2%	65.3%	67.1%	70.0%	70.0%
State Support per Res FTE	\$6,420	\$6,866	\$6,802	\$7,443	\$7,553

MUS State Support per Resident FTE

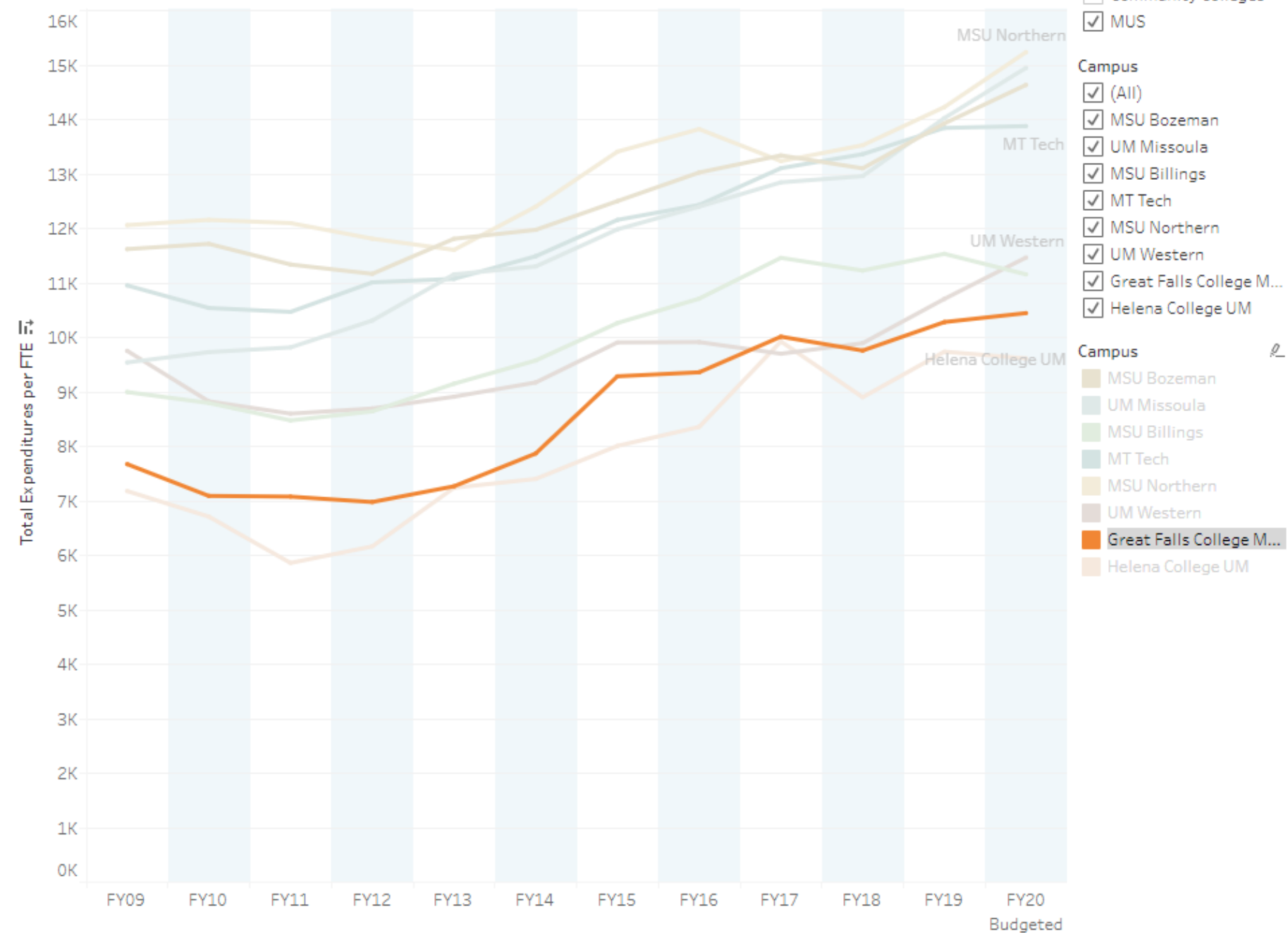


EXPENDITURES

	FY16	FY17	FY18	FY19	FY20
					Budgeted
Instruction	\$6,248,108	\$6,261,405	\$5,741,036	\$5,551,785	\$5,598,221
Academic Support	\$1,123,375	\$1,398,759	\$1,315,575	\$1,301,624	\$1,224,018
Student Services	\$1,173,330	\$1,204,416	\$1,278,924	\$1,276,245	\$1,389,184
Institutional Support	\$1,680,438	\$1,647,222	\$1,484,657	\$1,373,749	\$1,331,103
Operation & Maintenance	\$1,133,144	\$1,214,898	\$1,096,448	\$993,426	\$1,080,405
Public Service	\$55,873	\$85,308	\$85,463	\$85,381	\$121,561
Scholarships	\$0	\$0	\$0	\$14,200	\$0
Total CFU Exp (net of waivers)	\$11,414,268	\$11,812,008	\$11,002,103	\$10,596,410	\$10,744,492
Student FTE	1,220	1,181	1,128	1,029	1,029
Key Metrics					
% Instruction Exp	55%	53%	52%	52%	52%
% Instruct/Acad/Stud Ser	75%	75%	76%	77%	76%
Expenditures per Student	\$9,356	\$10,002	\$9,750	\$10,298	\$10,442

MUS Total Current Unrestricted Expenditures per FTE

Total Current Unrestricted Expenditures, Net of Waivers and Special Appropriations

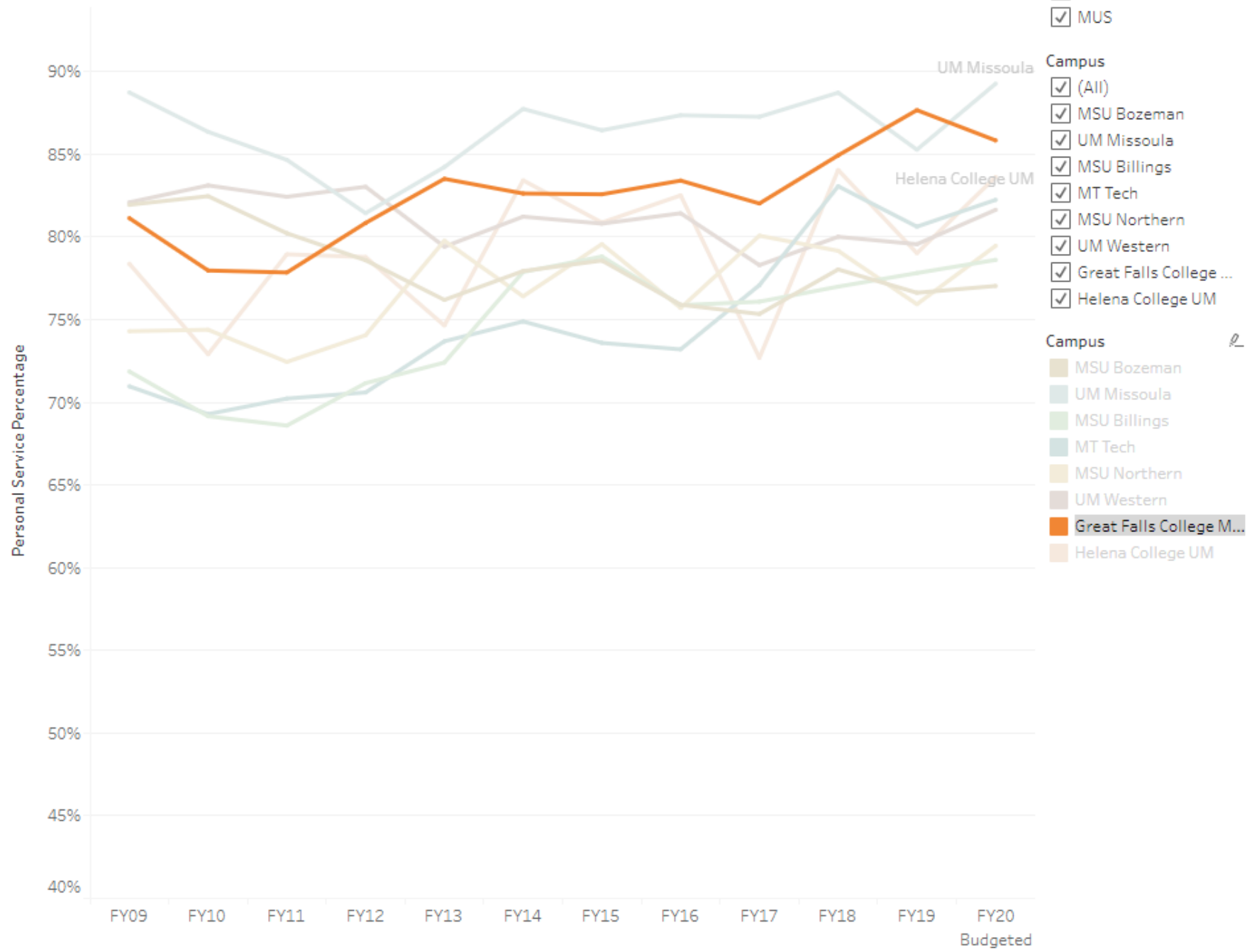


PERSONAL SERVICES

STAFFING	FY16	FY17	FY18	FY19	FY20
					Budgeted
Contract Faculty (all)	91	89	86	82	82
Contract Administrators	7	5	5	4	3
Contract Professionals	24	24	26	26	21
Classified FTE	37	40	37	37	42
Total Faculty/Staff	160	157	154	149	147
EXPENDITURES					
Personnel Services	9,515,517	9,683,589	9,339,886	9,267,757	9,218,179
Total Expenditures (net of waivers)	11,414,268	11,812,008	11,001,447	10,596,410	10,744,492
Student FTE	1,220	1,181	1,128	1,029	1,029
Key Metrics					
Student to Faculty Ratio	13.4	13.3	13.2	12.5	12.6
%Personnel Services of Total	83%	82%	85%	87%	86%

MUS Personnel Expenditures

Personnel expenditures as a percent of Total Current Unrestricted Expenditures (net of Waivers and Special Appropriations).



Strategic Plan Draft

Presented to CPBAC
by the College Assessment -
Analysis-Accreditation
Committee
August 2019

Background

July 2018-August 2019

Revision commenced

- July 2018: CAAAC was asked to revise strategic plan
 - Reviewed Core Themes
 - Sought alignment between vision, mission, core themes, and College Learning Outcomes
- Reviewed previous mission statements
- Several drafts and revisions
- Draft plan - new mission and vision statements and new Core Themes

Background

July 2018-August 2019

Expert guidance

- March 28 - Dr. Natasha Jankowski
 - Simplified plan by removing operational activities
- Based on Dr. Jankowski's feedback, plan revised: suggested mission, vision, core themes, goals, and activities
- April 17 – Review draft with Dr. Wolff
- April 17 - Follow-up phone call with Dr. Jankowski

Background

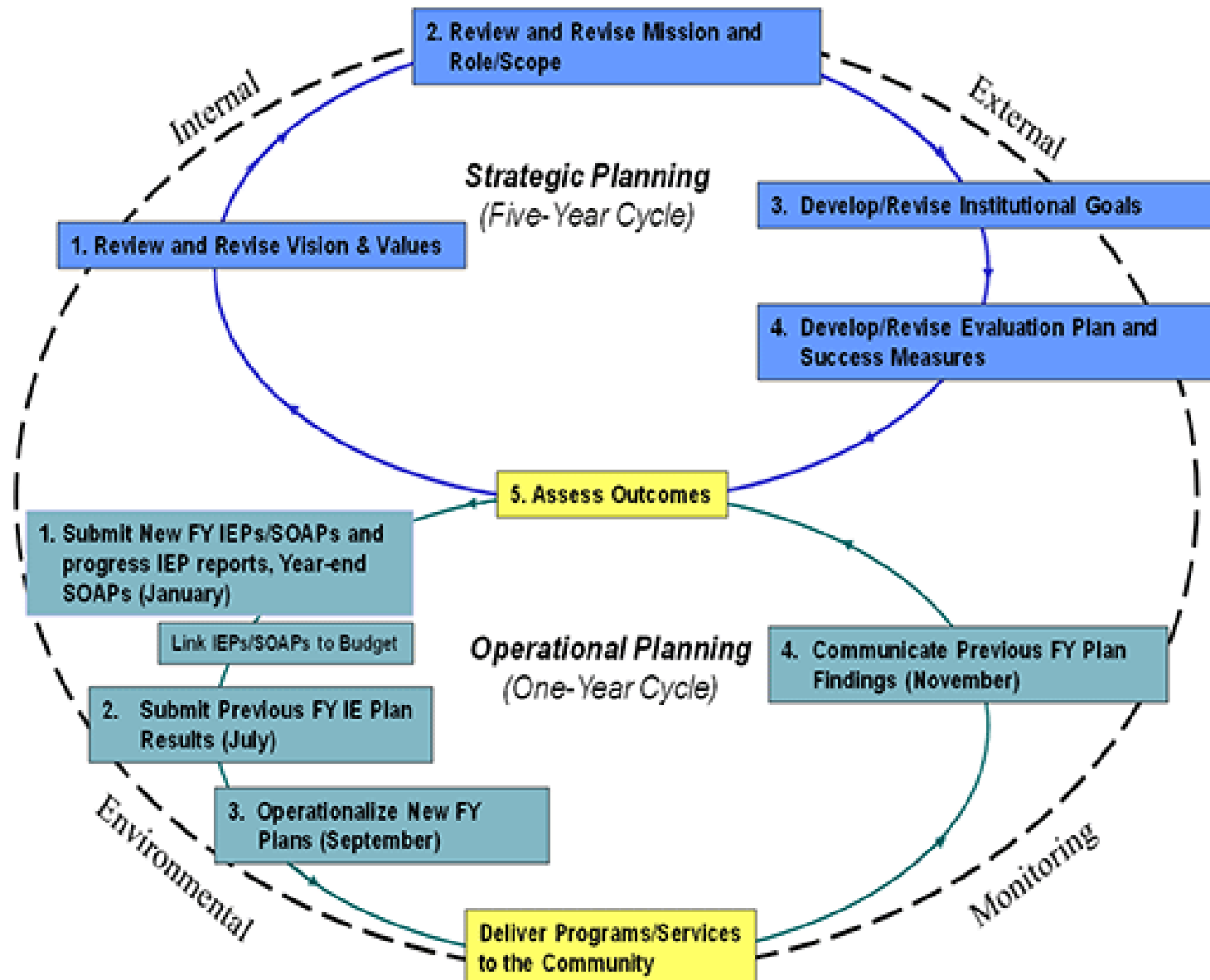
July 2018-August 2019

Final Steps

- April - campus listening sessions
- Plan revised
- Core themes eliminated (no longer required by NWCCU)
- July 8 - Follow-up call with Dr. Jankowski
- Two further revisions
- Aug. 12 - Presented to and approved by ET
- Aug. 30 - Presented to CPBAC

TSC

Institutional Effectiveness Process



Mission

Great Falls College MSU provides high quality educational experiences that support student success and meet the needs of our community.

Strategic Goal 1: Promote student success, leading to increased retention and completion

Action 1.a: Integrate high quality, high impact practices.

Metric: Within 5 years, 70% of a random sample of student evaluations in courses with high quality, high impact practices will show positive responses to “the course atmosphere promoted learning” question on student evaluations.

Strategic Goal 1: Promote student success, leading to increased retention and completion

Action 1.b: Support students in articulating and attaining their educational goals.

Metric: Within 5 years, 100% of degree-seeking students have a documented purpose, plan, and path.

Strategic Goal 1: Promote student success, leading to increased retention and completion

Action 1.c: Provide faculty and staff development to assist in developing, implementing, and assessing high quality, high impact practices.

Metric: Within 5 years, 50% of faculty participate in professional development pertaining to student success (integrative educational model).

Metric: Within 5 years, 50% of staff participate in professional development pertaining to student success (integrative educational model).

Strategic Goal 1: Promote student success, leading to increased retention and completion

Action 1.d: Identify and implement opportunities for collaboration between curricular and co-curricular units to support student success.

Metric: Joint Director task forces (Enrollment & Engagement and Retention & Completion) will demonstrate successful collaboration by accomplishing stated goals and tasks.

Strategic Goal 1: Promote student success, leading to increased retention and completion

Action 1.e: Strengthen the student learning assessment process.

Metric: Within five years, the student learning assessment of a random sample of students will show an improvement over the baseline set in Year Three.

Strategic Goal 2: Increase enrollment and retention of General Studies students to ensure sustainability

Action 2.a: Implement an integrated educational model to help reduce the time to graduation and increase satisfaction.

Metric: Within five years, increase the proportion of students who graduate within 150% time by 10%.

Metric: Within two years, 75% of student survey respondents will report positive experiences on 8-Week Advantage survey (ability to work, focus on classes, manage homework, feeling prepared).

Strategic Goal 2: Increase enrollment and retention of General Studies students to ensure sustainability

Action 2.b: Encourage enrollment through the Connections 101 partnership

Metric: Within two years, 75% of applicants referred to Connections 101 will enroll in the program.

Metric: Within five years, 90% of students enrolled will successfully complete the program and enroll at GFC MSU the following semester.

Strategic Goal 3: Strengthen the campus culture and work environment.

Action 3.a: Increase documentation and improve processes for shared governance.

Metric: Audit of committees will show that 100% of committees have updated reports on structure, goals, process and progress.

Strategic Goal 3: Strengthen the campus culture and work environment.

Action 3.b: Assess faculty and staff participation in health and wellness, personal, management, and professional development opportunities.

Metric: Develop a plan to assess participation.

Based on the assessment, develop a plan to improve participation in targeted areas.

Next steps

Once finalized and approved, we will:

Seek BOR approval of mission statement – November

- Create an operational plan
 - Collect and review existing plans/documents – short-term and long-term goals – gap analysis
- Formalize CAAAC procedure/schedule to track progress on strategic goals and report to CPBAC
 - CPBAC recommends actions based on evidence presented
 - CPBAC representatives report back to constituents