CPBAC – College Planning, Budgeting, and Analysis Committee
10/25/19 | 8:30-9:30 am | Room B108

Members in attendance:

Dave Bonilla	Chief Technology Officer
Mary Kay Bonilla	Chief Student Affairs and Human Resources Officer
Leanne Frost	Director of General Studies – via Webex
Lorene Jaynes	Executive Assistant to the CEO/Dean
Shannon Marr	Director of Recruitment and Enrollment
Cheryl McGee	Classified Staff-at-Large
Kathy Meier	Director of Disability Services
Charla Merja	Director of Academic Success
Russell Motschenbacher	Director of Health Sciences
Eleazar Ortega	Institutional Researcher
Heather Palermo	Director of Lifelong Learning
Heidi Pasek	CAO / Associate Dean
Carmen Roberts	Director of Operations
Joel Sims	Director of Trades – via Webex
Gary Smart	Director of Facilities Services
Karen Vosen	Classified Staff-at-Large
Dena Wagner-Fossen	Registrar
Mandy Wright	Director of Assessment
Susan Wolff	CEO / Dean - Chair

Members not in attendance:

Roger Ereaux	Student Government Designee
Leah Habel	Director of Financial Aid
Jana Parsons	Faculty Senate Chair
Troy Stoddard	Director of Advising and Career Center
Laura Wight	Director of Library Services

I. Call to Order | Approval of Minutes – Dr. Pasek

Dr. Pasek asked for a motion to approve the minutes from 9/27/19. So moved and seconded, the minutes were approved as amended.

II. Planning Update from CAAAC – Dr. Pasek

With the revised mission statement before the Board of Regents for approval and the approved Strategic Plan, CAAAC is now working on the Operational Plan. The group will use existing goals where possible and is reviewing the administrative goals to look for common themes. CAAAC will report back at the next meeting.

III. Policy 104.1 and Procedure 104.2 – Discussion and Vote – Dr. Pasek

The revised Policy 104.1 and Procedure 104.2 were brought before the committee. Dr. Pasek noted that several personnel titles were corrected on the procedure. The motion was made and seconded to approve the policy and the procedure with title changes as discussed. The policy and procedure were approved.

IV.   Census Data – Ms. Ortega – see attached

Eleazar presented data for Fall 2019 enrollment as of census.

Total Headcount and FTE
Only comparing headcount and FTE as TOTAL headcount and FTE from Fall 2016 to Fall 2019.

Fall to Fall Retention
Looking at students enrolled in fall, how many had completed their program or were still enrolled.
High school students are not included.

Fall 2016 to Fall 2017: 55% overall   50% new students
Fall 2017 to Fall 2018: 52% overall   40% new students
Fall 2018 to Fall 2019: 53% overall   59% new students

For new students, the percentages went from 50% to 40% to 59%.

Headcount by Division
Per a suggestion from Joint Directors, Eleazar broke out pre-Health Sciences enrollment and Health Sciences enrollment.
"Other" category includes dual enrollment and non-degrees.
Refer to attached for breakout by division.

Grand totals:

Fall 2017	Fall 2018	Fall 2019
1,691	1,514	1,315

Full Time Equivalent by Division
Refer to attached for breakout by division.

Grand totals:

Fall 2017	Fall 2018	Fall 2019
1,029	970	818

Headcount by Primary Program and FTE by Primary Program
These reports are run off primary majors.
Highlighting to encourage Division Directors to ensure Program Directors keep an eye on enrollment.

OCHE has published Montana University System Census data on their website for all campuses within MSU.
These reports filter by 2-year campuses and can be found at this link:
[FTE Enrollments Dashboard](#).

V.   Budget – Ms. Roberts

Having looked at the declining numbers in the census data, what does it mean for the college?

In the past we have sometimes budgeted for higher expenses than we anticipate spending. In preparation for the budget review this year, Carmen reviewed historic trends over the past five years and adjusted the budgets to historic spending.

69% of our funding comes from state. We received an increase equivalent to what a 5% increase in tuition would have been. This works out to be about $350,000 over the biennium. In the past we have been able to work with shortfalls (last year an $80,000 shortfall, the year before $75,000 shortfall). For Fall 2019, there is a $200,000 shortfall in tuition revenue. This shortfall doesn't count what happens in the spring, we could be looking at a $400,000 shortfall for spring and fall combined.

Carmen asked that all departments look for ways to cut their operational budgets by 10%, and to discuss these ideas with Carmen over the next month. This 10% cut would include discretionary spending, which includes all but full-time salaries. Adjunct salaries are included. We are looking for $150,000 in savings, which might take care of the shortfall. We must act early to right-size our spending.

Our current total reserve balance is $1,021,300. It is broken down into the following three types:

- Retirement Reserve – $179,000. This can be used to payout sick/vacation leave when staff leave. For some long-time faculty/staff, this can be a significant amount and this reserve gives us a little cushion if someone leaves.
- Scholarship Reserve - $329,400. It can be used to fund any kind of student scholarship. We primarily use this to front-load scholarships that will be endowed after a specific period of time.
- General reserve - $512,900. This can be used to pay general expenses if tuition revenue comes up short.

With all of these reserves, the funds came from previous year transfers out of general funds, so once they are spent, the funds won't be replenished unless we have surplus in future years.

It is Carmen's recommendation to spend no more than 20%.
Potential cost savings:
- Cost savings per personnel – historically $200,000 in salary savings. This is the gap between someone leaving and a new person hired. However, sometimes payout to staff (vacation, sick, retirement) negates potential salary savings.
- Nursing: we have had faculty shortages. Historically we have budgeted for full staffing.
84.5% of our budget is personnel.

Dr. Pasek thanked Carmen and her team for providing this information. Your job as members of CPBAC is to communicate this information to your colleagues and solicit their thoughts and ideas. We are seeing hope in terms of keeping our students here. Positives include:
- our new mission statement with emphasis on high quality educational experiences
- 8-Week model
- Creating stronger supports for students such as centralized advising
- Connections 101 – helping students that may need the most support
- Allowing students to register later for the second 8-week block

The November CPBAC meeting will be cancelled. The December meeting may be scheduled earlier in the month.

Dr. Pasek asked for motion to adjourn the meeting. So moved, meeting is adjourned.

SUBJECT: Governance and Organization
POLICY: 104.1 College Planning, Budget and Analysis Committee (CPBAC)
RELATED PROCEDURE:
EFFECTIVE: January 2008   **REVISED**: October 2019   **REVIEWED**: October 2019

Introduction and Purpose

Great Falls College MSU is committed to "… on-going, participatory planning that provides direction for the institution and leads to the achievement of intended outcomes of its programs and services, accomplishment of its core themes, and fulfillment of its mission (NWCCU, 2017)."

The CPBAC Charge

The CPBAC is charged with gathering and interpreting institutional data to evaluate performance and effectiveness at the institution, division and department levels. The CPBAC leads the development and aggregation of budget projections, strategic and annual (operational) plans and works with the college's leadership to allocate resources strategically to improve overall institution effectiveness and achieve the priorities as set forth by the strategic plan.

Within this capacity, the CPBAC will strive to meet the following objectives:

1. Assess institutional effectiveness data on an annual basis and make recommendations to the membership and Executive Team for areas of opportunity or concern to be addressed;
2. Facilitate the development of annual budget projections;
3. Facilitate the development of annual division and department goals and objectives geared at addressing the areas of opportunity or concern;
4. In concert with the Executive Team, facilitate the strategic planning process of the College;
5. Collect, aggregate and evaluate annual budget projections and requests, as well as division/departmental goals and objectives, to assess the appropriateness and need of such;
6. Recommend to the Executive Team annual institutional budgets and work plans as identified in the division/department annual goals and objectives;
7. Consider requests for new allocation of fiscal, physical and human resources not falling within the annual budget, planning and analysis process and make recommendations to the Executive Team on the approval of such;
8. Educate the campus community on the budget and planning processes; and
9. Communicate processes and results of various CPBAC activities, meetings, and recommendations to all constituencies of the College.

The CPBAC policy and procedures are the responsibility of the CPBAC.

SUBJECT: Governance and Organization
PROCEDURE: 104.2 College Planning, Budget and Analysis Committee (CPBAC)
EFFECTIVE: January 2008   **REVISED:** October 2019   **REVIEWED:** October 2019

The College Planning, Budgeting and Assessment Committee (CPBAC) Membership

The CPBAC is comprised of representatives of all units of the College. By virtue of the positions within the College's organizational hierarchy and structure, the majority of CPBAC's membership is permanent. The Faculty Senate Chair or designee and the Classified Staff Senate Chair or designee will participate by virtue of their appointment.

The CAO and Director of Operations serve as co-chairs of the CPBAC. Standing membership is comprised of both voting and non-voting ex-officio members and includes the following:

Members (Voting)

    Chief Academic Officer
    Chief Student Affairs and Human Resources Officer
    Chief Technology Officer
    Classified Staff at Large - 2
    Classified Staff Senate Chair
    Director of Academic Success
    Director of Advising and Career Center
    Director of Assessment
    Director of Communications and Marketing
    Director of Disability Services
    Director of Facilities Services
    Director of Financial Aid
    Director of General Studies
    Director of Health Sciences
    Director of Library Services
    Director of Lifelong Learning
    Director of Operations
    Director of Recruitment and Enrollment
    Director of Trades
    Executive Assistant to the CEO/Dean
    Faculty at Large – 2
    Faculty Senate Chair
    Student Government President or Designee

Ex-Officio Members (Non-Voting)

    CEO/Dean
    Institutional Research Analyst
    Registrar

Meetings

The CPBAC will meet monthly on the last Friday of every month. CPBAC business may be conducted via electronic mediums such as Video Conference or email in some instances. In accordance with open meeting laws and to honor transparency, the CPBAC meetings are open to the campus community and public.

CPBAC meetings and business will follow Robert's Rules of Order for voting. A quorum of no less than 2/3 of the voting membership must be present to act on any action item before CPBAC. Action items are those including, but not limited to significant resource allocations (e.g. annual budget), allocation of new resources, and/or institutional changes. A simple majority is required for passage of a motion. In some instances of significant action (e.g. annual budget approval) action items may be moved to the Executive Team for final ratification.

Items for consideration of the CPBAC will be submitted through the assistant to the CAO by close of business one week prior to the scheduled meeting date. Once received, they will be listed on the agenda as an informational or action item.

Fall 2019 Enrollment
As of Census

This report contains census data for the 201970 (Fall 2019) semester. The commissioner's office also posts enrollment data, as of census, on their website https://mus.edu/data/dashboards/FTE-enrollments.asp

Source: MUS data warehouse enrollment table

Fall 2019 Enrollment
As of Census

Total HC and FTE (as of Census Date)

Semester	HC	FTE
Fall 2016	1,674	1,041
Fall 2017	1,691	1,030
Fall 2018	1,514	970
Fall 2019	1,315	818

Stu Type
- ✔ C
- ✔ H
- ✔ N
- ✔ R
- ✔ T

Fall 2019 Enrollment
As of Census

Comparing retention rates of all students enrolled in courses for credits, but excluding StuType "H," the following report the retention rates based on those students who either graduated or were still enrolled at GFC MSU:

Fall 2016 to Fall 2017 Retention- 55% overall
71% of Continuing students (N=583)
50% of New students (N=112)
51% of Readmitted students (N=66)
53% of Transfer students (N=97)

Fall 2017 to Fall 2018 Retention- 52% overall
68% of Continuing students (N=546)
40% of New students (N=79)
47% of Readmitted students (N=72)
52% of Transfer students (N=83)

Fall 2018 to Fall 2019 Retention- 53% overall
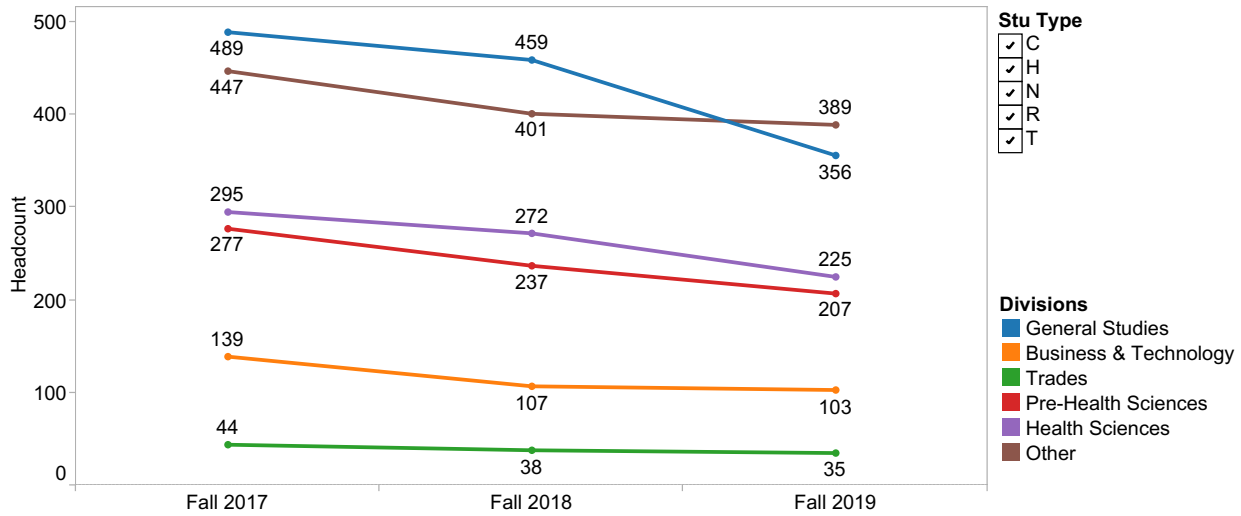70% of Continuing students (N= 464)
59% of New students (N= 140)*
51% of Readmitted students (N= 78)
58% of Transfer students (N= 60)
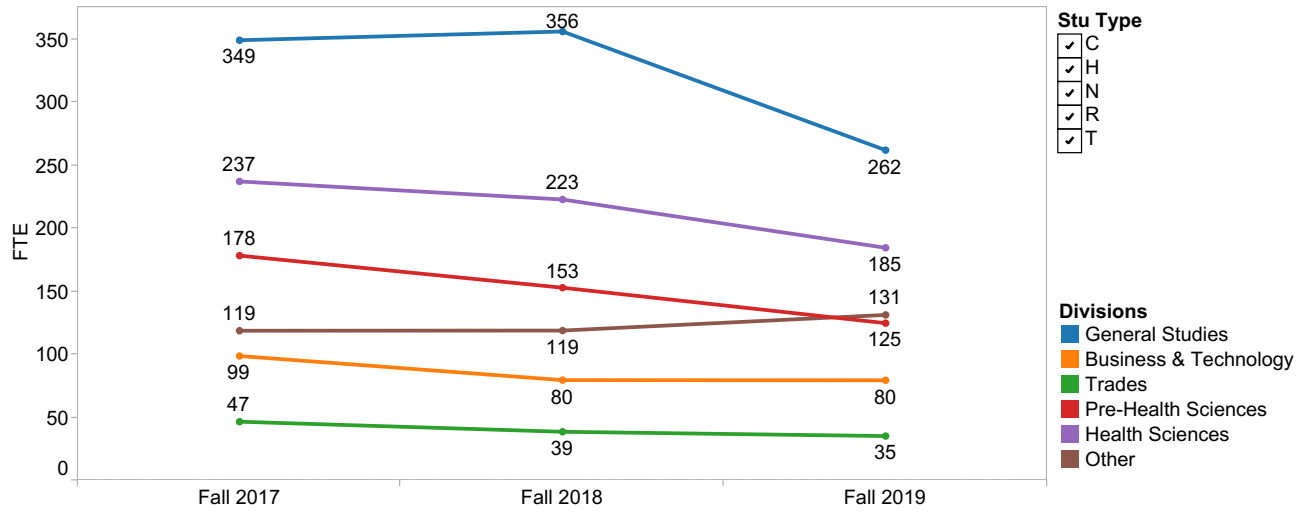
Fall 2019 Enrollment
As of Census

Stu Type
- ✔ C
- ✔ H
- ✔ N
- ✔ R
- ✔ T

Divisions
- General Studies
- Business & Technology
- Trades
- Pre-Health Sciences
- Health Sciences
- Other

Headcount by Division

Divisions	Fall 2017	Fall 2018	Fall 2019
General Studies	489	459	356
Business & Technology	139	107	103
Trades	44	38	35
Pre-Health Sciences	277	237	207
Health Sciences	295	272	225
Other	447	401	389
Grand Total	**1,691**	**1,514**	**1,315**

Fall 2019 Enrollment
As of Census

Stu Type
- [✔] C
- [✔] H
- [✔] N
- [✔] R
- [✔] T

Divisions
- General Studies
- Business & Technology
- Trades
- Pre-Health Sciences
- Health Sciences
- Other

FTE by Division

Divisions	Fall 2017	Fall 2018	Fall 2019
General Studies	349	356	262
Business & Technology	99	80	80
Trades	47	39	35
Pre-Health Sciences	178	153	125
Health Sciences	237	223	185
Other	119	119	131
Grand Total	1,029	970	818

Fall 2019 Enrollment
As of Census

Headcount by Program

Division (by Major1)	Major1	Major1 Desc	Fall 2017	Fall 2018	Fall 2019
General Studies	GNED	General Education	487	458	356
	BUSI	Business	2	1	
Business & Technology	ACCT	Accounting	56	56	49
	BUSE	Business Admin Entrepreneurshi	2		
	BUSM	Business Admin Management	8	1	
	COMA	Computer Assistant	1	1	
	CSA	Computer Server Administration	4		
	MICR	CIT - Microcomputer Support	10	6	8
	NETS	CIT-Network Support & Security		7	9
	NETW	CIT - Network Support	15	10	2
	NETI	Computer Network Infrastruct	3		
	PROG	Computer Programming	36	26	22
	CYBA	Cybersecurity AAS			12
	WEB	CIT - Web Design	4		
	CYBC	Cybersecurity CTS			1
Trades	ITC	Industrial Technician CAS	4	4	4
	ITA	Industrial Technician AAS	5	4	2
	WELP	Pre-Welding Tech & Fabrication		1	1
	WELD	Welding Tech & Fabrication CAS	28	20	20
	WLA	Welding & Fabrication AAS	7	9	8
Pre-Health Sciences	DAP	Pre-Dental Assisting	2		
	DENP	Pre-Dental Hygiene	31	24	26
	PEMS	Pre-Paramedic AAS	5	8	15
	MEDP	Pre-Medical Assistant	4	2	
	PPHR	Pre-Pharmacy Technician CAS	2		
	PTAP	Pre-Physical Therapist Asst	32	26	24
	PPN	Pre-Practical Nurse CAS	32	32	16
	PRN	Pre-Registered Nurse	2		

Semester
- ☐ Fall 2016
- ☑ Fall 2017
- ☑ Fall 2018
- ☑ Fall 2019

Division (by Major1)
- ☑ General Studies
- ☑ Business & Technology
- ☑ Trades
- ☑ Pre-Health Sciences
- ☑ Health Sciences
- ☑ Other

Fall 2019 Enrollment
As of Census

FTE by Program

Division (by Major..	Major1	Major1 Desc	Fall 2017	Fall 2018	Fall 2019
General Studies	GNED	General Education	347.80	355.47	262.13
	BUSI	Business	1.60	0.87	
Business & Technology	ACCT	Accounting	37.67	39.93	37.27
	BUSE	Business Admin Entrepreneurshi	1.07		
	BUSM	Business Admin Management	4.87	0.20	
	COMA	Computer Assistant	0.67	0.33	
	CSA	Computer Server Administration	2.60		
	MICR	CIT - Microcomputer Support	7.40	4.40	5.93
	NETS	CIT-Network Support & Security		5.73	7.20
	NETW	CIT - Network Support	10.47	8.93	1.60
	NETI	Computer Network Infrastruct	2.00		
	PROG	Computer Programming	29.53	20.13	18.20
	CYBA	Cybersecurity AAS			8.60
	WEB	CIT - Web Design	2.53		
	CYBC	Cybersecurity CTS			0.73
Trades	ITC	Industrial Technician CAS	3.93	3.80	3.60
	ITA	Industrial Technician AAS	4.80	3.40	1.93
	WELP	Pre-Welding Tech & Fabrication		0.47	0.53
	WELD	Welding Tech & Fabrication CAS	30.67	21.80	20.67
	WLA	Welding & Fabrication AAS	7.27	9.20	8.53
Pre-Health Sciences	DAP	Pre-Dental Assisting	1.60		
	DENP	Pre-Dental Hygiene	18.67	15.07	15.27
	PEMS	Pre-Paramedic AAS	3.20	5.20	9.47
	MEDP	Pre-Medical Assistant	2.93	1.40	
	PPHR	Pre-Pharmacy Technician CAS	0.87		
	PTAP	Pre-Physical Therapist Asst	20.73	17.93	13.87
	PPN	Pre-Practical Nurse CAS	19.20	19.00	9.80
	PRN	Pre-Registered Nurse	2.00		
	PASN	Pre-Registered Nurse	84.33	70.87	62.27

Semester
- ☐ Fall 2016
- ☑ Fall 2017
- ☑ Fall 2018
- ☑ Fall 2019

Division (by Major1)
- ☑ General Studies
- ☑ Business & Technology
- ☑ Trades
- ☑ Pre-Health Sciences
- ☑ Health Sciences
- ☑ Other