

# Kansas Wesleyan University

## 2019-20 Committee Annual Report

**Name of Committee:** Institutional Direction Committee **Chair of Committee:** Dr. Matt Thompson

### Committee Members:

Matt Thompson, President's Council	Phil Meckley, Divisional Council (began 2/20)
Bill Backlin, President's Council	Bryan McCullar, Middle Managers
Rhonda Bethe, President's Council	Melanie Overton, President's Council
Dorothy Hanna, Divisional Council/FPO	Anthony Monson, Head Coach
Paul Hedlund, BOT CFO Faculty Rep	Kristy Rodriguez, Divisional Council (ended 2/20)
Mike Hermann, President's Council (ended 10/20)	Jan Shirk, President's Office
Steve Hoekstra, Divisional Council	John Swagerty, Plant Ops
Janeane Houchin, Divisional Council	Bridget Weiser, President's Council
Damon Kraft, Divisional Council	Steve Wilson, President's Council (started 11/20)
Barbara Marshall, Divisional Council	

**Purpose of Committee:** The Institutional Direction Committee shall be chaired by the President in coordination with the Provost. It shall consist of the President's Council, the Divisional Council, a representative from the Middle Managers, a Head Coach, the faculty member appointed to serve as the representative to the Committee on Finance and Operations of the Board of Trustees, the Director of Plant Operations, and the Executive Assistant to the President. The functions and responsibilities of this committee are to:

1. In collaboration with the President, review internal and external strategic issues, using data analysis, for the university to assist in enrollment growth, revenue growth, and accountability/assessment;
2. Review the current year's operational budget and recommend such budget to the President;
3. Develop the following year's operational budget and recommend such budget to the President. These recommendations will include policy decisions affecting pricing (tuition, room, board fees) and expenditures (salary and program adjustments).
4. Develop a budget-planning program for the following 3-5 year period in order to provide a framework for annual operational budget development; and
5. Review requests for technological resources and make recommendations for the purchase and distribution of the same.

### Meetings Held:

08/13/19	10/23/19	01/17/20
08/26/19	10/28/19	01/21/20
09/09/19	11/05/19	02/18/20
09/23/19	11/11/19	03/23/20
10/07/19	11/13/19	04/27/20
10/22/19	12/06/19	

The annual May planning meeting of IDC with Middle Managers was postponed until July 16, 2020.

### Committee Work:

#### 1. Decision Highlights / Actions and Motions passed by committee during this academic year (and how did they advance the Mission and strategic goals of KWU):

As a committee charged with the review of internal and external strategic matters, its work exemplifies two parts of the university mission: 1) "provides an educational program characterized by excellence, within a caring community, rooted in the liberal arts tradition" and 2) "foster the lively discussion of faith and values". The committee is committed to providing excellence and allowing for lively and robust discussion to accomplish our work. Discussions on budget, strategic planning, institutional policies and processes are done collaboratively. Strategic goals from the 2018-21 plan focus on understanding and planning for the needs of our students, regional employers and prospective students; integrating an integrated curricular, co-curricular, and extra-curricular plan to enhance student learning outcomes;

ensuring an engaging EELO for all students, alumni and community members, and review of programs and activities for the right mix of options are all at the heart of the IDC discussions and actions.

- **08/13/19:**
  - reviewed year two status for the strategic plan
  - received report on the budget process and timeline
  - clarified process of approving technology budget requests
  - received report on overview from enrollment management including recruiting strategy
  - received report on the APP and timeline for fall
  - reviewed FY20 IDC dashboard and discussed surveying employees on broader range of HR benefits
  - received report on the HLC assessment academy work, status and timeline for social work accreditation application, update on ILOs and that the focus this year was on communication
- **08/26/19:**
  - received budget process update
  - notified that credit cards now all online
  - received APP update on timeline and data collected
  - reviewed staff survey report on summer hours
  - received report on compliance matters
  - began campus-wide topics discussion
- **09/09/19:**
  - received reports on staff roles during AD transition period and the HR transition period, budget update, pen meetings with faculty for the APP, HLC assessment academy work, and the Business Department's looking at what organization to seek accreditation from
  - approved motion to *endorse the admissions requirement of a GPA of 2.0 for transfer students*
- **09/23/19:**
  - received reports on HR training and open enrollment period for next year
  - approved motion to *adopt the Policy on Personnel Records, Faculty Performance Personnel Files, Other Employee Records, and File Management*
  - approved motion to *endorse the "Mandatory Health Insurance Policy as proposed, and recommend that the Board of Trustees adopt same*
  - approved motion to *endorse the 2020-21 Tuition and Fee Schedule as proposed, and recommend that the Board of Trustees adopt same*
- **10/07/19:**
  - received report on 3-year budget projections, update on FY21 budget draft, and the APP team review of the updated quartile report
- **10/22/19:**
  - approved motion to *adopt the 2020 Holiday Schedule*
  - approved motion to *adopt the revised Travel Policy, effective immediately*
  - continued the APP discussion
- **10/23/19:**
  - continued APP discussion with preliminary voting to narrow down items
- **10/28/19:**
  - continued APP discussion with preliminary voting to narrow down items
- **11/05/19:**
  - approved motion to *accept proposed 2021-22 Academic Calendar with the noted amendments*
- **11/11/19:**
  - continued APP discussion on proposed program area cuts, combinations, realignments, growth, and added metrics topic to be clarified in 2020-21

- **11/13/19:**
    - discussed and approved motion to *accept the Travel Expense Policy as proposed*
    - received update on HR benefits open enrollment and notice of survey going out before December
    - continued APP discussion to further refine proposed cuts, combinations, realignments, growth, and marketing areas
  - **12/06/19:**
    - continued APP discussion, including talking about possible cost savings from the recommendations
  - **01/17/20:**
    - reviewed the APP timeline including that the proposed recommendations will be submitted to Feb. Board meeting for action
    - approved motion to *accept the proposed update to the Non-Smoking/Tobacco Free Campus Policy*
    - approved motion to *accept the Information Security Policy as presented*
    - approved motion to *accept the establishment of a new institutional standing committee, the Data Integrity and Reporting Committee as presented*
    - continued APP discussion with request for Division Chairs to come send their suggested cost savings for each item in their area to the President's Office by January 20
  - **01/21/20:**
    - President distributed the proposed updated APP recommendations with estimated dollar savings for final review
  - **02/18/20:**
    - received report that the IRS has reinstated the 501(3)(c) status retroactively for the KWU Foundation
    - received report regarding the federal 2020 Census and that students will be counted at KWU
    - received reports on the current budget, next year's budget and three-year projections
    - discussed matter of students with concussions and missed class work, with follow-up to come
  - **03/23/20:**
    - received COVID-19 campus update from President Thompson
    - discussed next year's budget status
    - discussed academic calendars and matching spring breaks with USD305 – approved motion to *keep the 2020-21 Academic Calendar as previously approved (spring break scheduled for March 6-14, 2021)*
    - approved motion to *table any decision regarding the 2020-21 Academic Calendar (spring break scheduled for March 5-13, 2022) for the purpose of having further discussion about the effects of revising KWU's schedule to match USD 305's schedule, and to bring a recommendation back to the faculty at the September 2020 faculty meeting*
  - **4/27/20:** [virtual meeting via WebEx]
    - received COVID-19 campus update from President Thompson
    - approved motions to accept six compliance policies as amended
- 2. Is there any follow-up still pending for coming year? (Use second page if necessary)**
- Continue with budget discussions with respect to academic program prioritization.
  - Incorporate an assessment day for IDC --- IARC sends something forward to IDC to consider; We have IARC doing the review and gathering of assessment, but IDC should be looking at it in more global view to see how it ties together. (Carry over from last year)
  - Monitor progress of Year Three of the 2018-21 Strategic Plan.

## 3. List Dashboards/Goals for the coming year.

CODE	OPERATIONAL DEFINITION OF INDICATOR	GOAL 2020-21
KPI 1	Align budget with Strategic Plan	Continue strategic discussions on budget, programming and growth, aligning with Year Three of the strategic plan
KPI 2	Facilitate conversations that increase collaboration across units on campus	Review and document collaborative discussions on all assessment items, program review for the budget, and strategic initiatives

With 2020-21 being the third year of the strategic plan, IDC will continue to monitor progress and focus its work to align with the strategic initiatives.

3. Are all committee minutes posted on the KWU Intranet? ☒ Yes\* ☐ No  
(\*except for a few meetings where the minutes contain confidential discussions)
4. Committee recommendations for next academic year. Please share any comments the committee has for making the work of this committee more effective in accomplishing its charge and goals.
- Monitor progress of IDC dashboard goals for 2020-21.
  - Continue with more in depth budget discussions with overall strategic focus.
  - Continue with the review and discussions of academic prioritization for 2020-21
5. Provide evidence to prove the following based on this committee's work this academic year. Evidence should be both attached to the annual report upon submission and sent to the Director of Assessment, clearly indicating which core component the evidence supports:

**1.A.3: The institution's planning and budgeting priorities align with and support the mission.**

Budget discussions at most IDC meetings along with the Academic Prioritization Process based on the charge from the Board of Trustees for this year, and to get the 2019-20 budget deficit in alignment with the Board approved amount.

**1.D.2: The institution's educational responsibilities take primacy over other purposes, such as generating financial returns for investors, contributing to a related or parent organization, or supporting external interests.**

The mission of the university remains in the forefront for the university and IDC. It is regularly reviewed/referred to by IDC members on all matters of institutional direction discussions. This is evidenced by the collaboration of faculty and administrators in the committee's work, particularly with the Academic Prioritization Process and budget discussions. The following IDC minutes citations note extensive conversation related to strategic plan and institutional priorities:

- 08/13/19: reviewed year two status for the strategic plan, reviewed budget process and timeline, reviewed enrollment management recruiting strategy, reviewed APP and timeline for fall, reviewed the FY20 IDC dashboard, reviewed HLC assessment academy work, status and timeline for social work accreditation application.
- 08/26/19: reviewed budget process, reviewed APP update on timeline and data collected, reviewed compliance matters.
- 09/09/19: reviewed strategic focus of key staffing roles and transitions; reviewed budget for current and next year, reviewed progress with APP, HLC assessment academy, and Business Department accreditation, and endorsed the admissions requirement of a GPA of 2.0 for transfer students.
- 09/23/19: approved Policy on Personnel Records, Faculty Performance Personnel Files, Other Employee Records, and File Management, endorsed the Mandatory Health Insurance Policy; endorsed 2020-21 Tuition and Fee Schedule.

- 10/07/19: reviewed 3-year budget projections, FY21 budget draft, and the APP quartile report.
- 10/22/19: approved institutional revised Travel Policy; continued the APP discussion.
- 10/23/19: continued APP discussion.
- 10/28/19: continued APP discussion.
- 11/05/19: approved 2021-22 Academic Calendar.
- 11/11/19: continued APP discussion on proposed program area cuts, combinations, realignments, growth, and added metrics topic to be clarified in 2020-21.
- 11/13/19: discussed and approved Travel Expense Policy; discussed HR benefits, open enrollment employee survey; continued APP discussion.
- 12/06/19: continued APP discussion, including possible cost savings.
- 01/17/20: reviewed the APP timeline including that the proposed recommendations will be submitted to Feb. Board meeting for action; approved update to the Non-Smoking/Tobacco Free Campus Policy; approved the Information Security Policy; approved the establishment of a new institutional standing committee, the Data Integrity and Reporting Committee; continued APP discussion.
- 01/21/20: President distributed the proposed updated APP recommendations with estimated dollar savings for final review.
- 02/18/20: received report that the IRS has reinstated the 501(3)(c) status retroactively for the KWU Foundation; discussed federal 2020 Census and how to handle student info; discussed current budget, next year's budget and three-year projections; discussed matter of students with concussions and missed class work.
- 03/23/20: discussed how the COVID-19 pandemic is affecting KWU; discussed next year's budget status; discussed academic calendars and matching spring breaks with USD305 – approved motion to keep the 2020-21 Academic Calendar as previously approved (spring break scheduled for March 6-14, 2021); approved motion to table any decision regarding the 2020-21 Academic Calendar (spring break scheduled for March 5-13, 2022) for the purpose of having further discussion about the effects of revising KWU's schedule to match USD 305's schedule, and to bring a recommendation back to the faculty at the September 2020 faculty meeting
- 4/27/20: discussed current status of COVID-19 and steps taken for KWU; approved motions to accept six compliance policies as amended.

**5.A.2: The institution's resource allocation process ensures that its educational purposes are not adversely affected by elective resource allocations to other areas or disbursement of revenue to a superordinate entity.**

The IDC discussions on budget and how resources are allocated are a major focus of the committee's work. With the Academic Prioritization Process now incorporated as an on-going assessment process for the university, IDC will focus its discussions and decisions based on this work and the intentional alignment with the KWU mission.

**5.A.5: The institution has a well-developed process in place for budgeting and for monitoring expense.**

During 2019-20, IDC had the benefit of using 3-year budget projections as well as regular review and discussion of the current and next year budgets. The CFO works closely with supervisors and department chairs on the budget preparation for their respective areas. IDC followed a budget process timeline outlined by the administration, with members engaging in frank but collegial discussions. Budget information is now updated frequently and in timely manner on Jenzabar, providing unit leaders access to information more quickly for monitoring and planning purposes. The Board supports the work and direction of the IDC.

The following IDC minutes citations note extensive conversation related to budget and ensuring collaborative feedback about the direction and focus of the budget:

- 08/13/19: reviewed budget process and timeline.
- 08/26/19: reviewed budget process.
- 09/09/19: reviewed budget for current and next year.
- 09/23/19: endorsed 2020-21 Tuition and Fee Schedule.
- 10/07/19: reviewed 3-year budget projections and the FY21 budget draft.
- 11/11/19: continued APP discussion on proposed program area cuts, combinations, realignments, growth, and added metrics topic to be clarified in 2020-21.
- 11/13/19: discussed and approved Travel Expense Policy; discussed HR benefits.
- 12/06/19: continued APP discussion, including possible cost savings.
- 01/21/20: President distributed the proposed updated APP recommendations with estimated dollar savings for final review.
- 02/18/20: received report that the IRS has reinstated the 501(3)(c) status retroactively for the KWU Foundation; discussed current budget, next year's budget and three-year projections.
- 03/23/20: discussed how the COVID-19 pandemic is affecting KWU; discussed next year's budget status.
- 4/27/20: discussed current status of COVID-19 and steps taken for KWU.

#### **5.C.1: The institution allocates its resources in alignment with its mission and priorities.**

The Board of Trustees approves the budget assumptions each year, from which the IDC begins the budget process. The expectation is to have the 2021-22 budget ready to submit to the Board in October 2020, including approval of the tuition and fee schedules. In addition, 3-year budget projections will continue to roll over for each year. This work aligns with the mission of the university and the current strategic plan goals.

- Oct. 11, 2019 Board Meeting:
  - Board approved the 2020-21 Tuition and Fee Schedule as amended (without the mandatory health insurance fee).
  - 2020-21 Operating Budget – A 3-year projection report was distributed to the Board. This is the first time that multiple year projections have been available to the Board. Ms. Bethe (CFO) was thanked for providing it.
  - Vanier Trust Funds – endorsed the plan to use funds from the J.J. Vanier Trust to fund the capital expenditures outlined.
- Feb. 22, 2020 Board Meeting:
  - Board adopted the recommendations for the Academic Prioritization Process as proposed.
  - Board adopted the revised Faculty Salary Formula as proposed.
  - Board accepted the FY18 and FY19 combined University and Foundation audits as prepared by the KWU Auditors, BKD.
  - Board approved the 2020-21 operating budget assumptions as proposed.
  - Board authorized the administration to pursue financing for the Energy Solutions Professionals project, then come back to the Board for a vote at either a called meeting or through an electronic vote.
  - Board authorized using \$250K of the J.J. Vanier Family Trust funds for the additional capital projects in phase two as proposed.
  - Board authorized reserving \$150K of the J.J. Vanier Family Trust funds on further projects in phase two, until the necessity of a water abatement project is determined in late spring.