



MINUTES
Montana Board of Regents
Helena College UM
March 7-8, 2013

Thursday, March 7

The Board meeting convened at 8:15 AM.

Roll call indicated a quorum present. Regents present: Chairman Angela McLean, Regents Todd Buchanan, Jeff Krauss, Joseph Thiel, Paul Tuss, Pat Williams. Commissioner of Higher Education Clayton Christian, *ex officio*, was present. Regent Major Robinson, *ex officio* members Governor Steve Bullock was excused and Superintendent of Public Instruction Denise Juneau, was represented by Steve York.

Regent Todd Buchanan moved approval of the January 8, 2013 minutes. Motion passed 6-0, with Regent Major Robinson being excused from the meeting.

Comments by Chair Angela McLean

Chair Angela McLean announced the reappointment of Regent Paul Tuss and of Major Robinson. Regent Tuss' term will end February 1, 2020 and Regent Robinson's term will end February 1, 2018.

She noted she was working with the governor's office to arrange a Board of Education meeting following the legislative session.

Chair McLean noted that if the legislature agrees to fund the increase in Present Law and fully fund the state pay plan in HB 13 that the board is prepared to freeze tuition in May. So far, the legislature has agreed to fund the increase in Present Law Adjustment. An addendum to the CAP agreement was made with Governor Bullock and was signed by all nine members of the subcommittee, as well as Commissioner Christian, indicating the board's willingness to establish metrics and goals the first year of the biennium allocate and; to dedicate 5% of the MUS overall budget the second year towards performance funding. This cooperation and collaboration between The governor's office, the state legislature, the commissioner's office, and this board is unprecedented and historical.

Chair McLean also noted that the Coalition of Union Faculty (CUF) recently met with the chair and OCHE staff for the purpose of discussing the inversion and compression issues that exist on the campuses in a systemic and comprehensive manner.

System Issues Reports and Action

- **Commissioner's Report**
 - Milk River Update

Commissioner Clayton Christian noted the board had previously given the



commissioner and President Royce Engstrom authority to proceed with purchasing research and paleontological rights on the Milk River Ranch if it was determined that it was good of the students, good for research, and good for the system as a whole in terms of making financial sense. After significant consideration, the commissioner and President Engstrom do not believe it is in the best interest of the students or the system to proceed at this time. Commissioner Christian stated that he and President Engstrom are relinquishing the authority from the BOR to proceed and that they will not be seeking funds to move forward. He noted that it is also difficult to value or assess archeological and paleontological rights. Because of the decision to not proceed, the funds are no longer held for this purpose and have since been designated for EPSCoR match funds.

Regent Pat Williams urged the commissioner and chair to reconsider the decision. He voiced concern that the opportunity would not arise again.

Regent Jeff Krauss expressed concerns that purchasing lands for these purposes would set a bad precedent.

Regent Paul Tuss noted that since the land is now owned by the State of Montana, through the Department of Fish, Wildlife, and Parks, perhaps there would still be opportunities in the future for Montana students to use the property for research purposes.

- **Legislative Update**

Commissioner Christian gave an update on bills the MUS (Montana University System) is closely involved with in the legislative process, including:

- HB 2 General Appropriations Act
- HB 5 Long Range Building Appropriations
- HB 14 Bonding Program
- HB 13 State Employee Pay Plan

He explained that the CAP (College Affordability Plan) agreement has been signed and is now in effect. Commissioner Christian noted the CAP is essentially a commitment from the Montana University System; if the legislature fully funds present-law adjustments and the Pay Plan, then the BOR would be willing to freeze tuition for two years. He stressed that this is a high priority of the board. He also noted that to freeze tuition without the full funding in both areas would be extremely difficult to do.

Commissioner Christian reported that an addendum to the CAP was also signed by all members of the Education Subcommittee, Governor Steve Bullock, and the commissioner. The addendum is a commitment by the MUS to incorporate a performance funding component into the allocation model that is used for the disbursement of funds to the individual educational units. He noted that the commissioner's office and the MUS will be working toward greater accountability.

- **College Affordability Plan Update**



- ✓ CAP Agreement | CAP Addendum
- ✓ Performance Funding
- ✓ CAP Resolution

Associate Commissioner Tyler Trevor gave a presentation on performance funding in the Montana University System, which is a high priority of the MUS. He noted the interest of Governor Bullock in increasing the population in Montana with higher education credentials. The College Affordability Plan is the driving force to increasing the percentage of the population with a higher education credential that can be used in the workforce to assure the students can participate competitively statewide as well as nationwide.

He noted that Complete College America also embraces performance based funding, as does SJ 13, "Request MUS to Study College Completion", sponsored by Senator Taylor Brown.

Associate Commissioner Trevor noted the MUS will set specific goals and develop a state action plan to increase college completions, shifting to performance based funding, reducing time-to-degree, and transforming remediation. He said national best practices will be examined when designing the performance funding models. He noted the process will include campus representation and regents and that a model will be brought to the May BOR meeting. He reminded the board that funding to the MUS is based on making progress in these areas.

Regent Joe Thiel offered to participate in the process and noted the process needs to be inclusive. He said goals need to be set that will drive the metrics and recommended taking a comprehensive look at the MUS Strategic Plan as part of the process. He noted the MUS Strategic Plan needs to be more strategic and less descriptive.

Regent Jeff Krauss cautioned that performance based funding cannot take the place of formula based funding. He reminded the board that the goal was not to simply move more people through the pipeline, but to also get more participation from low income and first generation college-going students.

Regent Todd Buchanan noted his support of performance based funding and that this is an opportunity to use an incentivizing approach. He stressed the importance of keeping the model simple.

Jeff Wrens, MSU faculty representative, noted that faculty have some concerns pertaining to possible additional work and responsibilities.

Chair McLean noted her preference that the plans also address compression and inversion issues, as well as under-served students, and cautioned everyone to be cognizant of unintended consequences throughout the process.

Presidents Royce Engstrom, UM, and Waded Cruzado, MSU, pledged the full commitment of their affiliated campuses to be active, willing and enthusiastic participants in the performance based funding discussions and plans.



Regent Pat Williams spoke in support of performance based funding and the inclusion of faculty in the process.

Associate Commissioner Trevor noted that these are additional funds, in addition to the regular budget, to be used as incentives.

Regent Paul Tuss moved to affirm the CAP resolution. Motion passed 6-0.

- System Initiatives

Commissioner Christian commented on system legislative initiatives, including:

- Universal enrollment
- Five additional WWAMI (a cooperative program of the University of Washington School of Medicine and the states of Wyoming, Alaska, Montana and Idaho) slots
- Veterans success
- Workforce development and two-year education
- Veterinary medicine – 1st year at MSU-Bozeman

- Long Range Building Projects (LRBP)

Commissioner Christian noted the progress of the MUS LRBP projects in the legislative session, expressed appreciation for legislative support of these projects, and reported that while the process was going well to date, was not yet complete.

ADMINISTRATIVE, BUDGET AND AUDIT OVERSIGHT COMMITTEE

ACTION

- a. Operating Agreement Between MT Tech and MT Tech Foundation;
MT Tech *ITEM 158-1502-R0113*

Chancellor Donald Blackketter noted this agreement would authorize MT Tech to enter into a new agreement with the MT Tech Foundation.

- b. Alumni Coliseum Lease Authorization; MT Tech *ITEM 158-1503-R0313*

Chancellor Blackketter explained that this item grants MT Tech the authority to lease the Alumni Coliseum to the MT Tech Foundation for the time needed to install artificial turf. He clarified that private funds have been raised and no appropriated funds will be allocated to this project.

- c. Stadium Paving Project; MSU-Bozeman *ITEM 158-2007-R0313*



Vice President of Administration and Finance Terry Leist, MSU-Bozeman, noted the item seeks approval for leasing stadium property to the MSU Foundation. He reported that no student fees will be used, project construction will not take place until all funding is in place.

- d. BOR Policy 970.1 Revision Biennial Allocation of State Funds; OCHE
ITEM 158-101-R0313

Deputy Commissioner Mick Robinson explained that the item focused on state appropriated allocations and noted that line-item funding in HB 2 will be allocated accordingly. He noted that there the special distribution items that need to be removed from the lump before the allocations are made. Deputy Commissioner Robinson noted that item "g" in the document contains general language regarding performance based funding. The allocations would be grants to the University of Montana and Montana State University for each president to then determine the allocation for each of the affiliated campuses.

Commissioner Christian noted the intent of this new policy is to provide funding information to the educational units and the campuses would, therefore, know what they are following, what to expect, and what amounts they base their plans on. He emphasized the policy states the allocation process would phase in changes in allocations over a three-year period.

- e. Authorization to Name the College of Business and the New College of Business Building; MSU-Bozeman *ITEM 158-2005-R0313*

President Cruzado noted that the students are in support of naming the College of Business Building the Jake Jobs College of Business and Entrepreneurship. The item also proposes the new College of Business be named Jobs Hall.

- f. Building Naming – Eloise Cobell Land and Culture Institute; UM-Missoula *ITEM 158-1007-R0313*

UM-Missoula President Engstrom requested authority to name the basement of the Payne Family Native American Center the Eloise Cobell Land and Culture Institute. He noted that the Terry Payne family requested this naming.

- g. Building Renaming – Change Name of Fine Art Annex to Emerick Art Studio; UM Western *ITEM 159-1601-R0313*

Chancellor Dick Storey requested authority to change the name of the Fine Arts Annex to Emerick Art Studio in recognition of a major contributor.

- h. Approval to Grant Easement to NorthWestern Energy; MT Tech *ITEM 158-1505-R0313*



Chancellor Blacketter noted this is a time sensitive request for authorization for MT Tech to grant an easement to NorthWestern for the purpose of providing natural gas service to a building located on the Highlands College campus.

CONSENT

- a. Authorization to Upgrade North Hedges Elevator; MSU-Bozeman
ITEM 158-2001-R0313
- b. Information Technology Lease; MSU-Bozeman *ITEM 158-2002-R0313*
- c. Strand Union Ballroom Renovation; MSU-Bozeman *ITEM 158-2004-R0313*

INFORMATION

Chancellor Dick Storey announced that UM-Western received notice the campus has been awarded a FEMA grant and that they will bring forth more information to the May board meeting.

- a. Collaborative Public Spaces; MSU Bozeman

Deputy Commissioner Robinson explained this is for approval to proceed with projects focused on improvements to campus facilities that receive general authority.

Commissioner Christian told the board his office would bring a policy change forward that would likely increase the authority amount that can be given at the commissioner's office, per the board's request at the July 2012 retreat.

- b. Smart Buildings Initiative Update – Zach Brown and Bryn Hagfors.

UM students Zach Brown and Bryn Hagfors told the board the intent of this initiative has been to help incentivize campuses to make old buildings more efficient and to reinvest the savings. They noted their intentions to bring a policy change recommendation before the board. They explained that the infrastructure needs to be in place in order to determine the level of savings. Priority lists are being made to decide what investments need to be made and in what order. Campuses throughout the system are participating and that senior students have focused on energy efficiency projects as part of their capstone projects.

UM-Missoula Associate Vice President for Administration and Finance Rosi Keller noted the accounting methods used would incentivize campuses to reinvest the recharge funds or transfer the funds into a plant fund with the intent of using those funds for campus projects.

Deputy Commissioner Robinson noted that he is working with Rosi Keller in the development of the accounting methods which will need to be specific to each campus.

- c. Student Fee Submittal Timeline Discussion



Students Kiah Abbey, MSU, and Bryn Hagfors, UM, spoke on the timeline of when and how students' fees are submitted to the board. The current board policy is for all fee requests to be brought to the board every two years. They noted that student governments budget on an annual schedule and that the Montana Associated Students (MAS) would like to bring forth a potential amendment to BOR Policy 940.1 to allow the students to bring forth fee requests more frequently.

Regents Buchanan and Krauss noted concerns of allowing students to submit fee requests in off-cycle years and the cost for students to start increasing gradually. They said prioritizing funds is one of the roles of the student governments.

Commissioner Christian noted that he is supportive of student fees in accordance to board policy. He explained that the reason the policy was set up as it currently reads is that it is important for the board to view and evaluate the fees all at one time and to not view them one or two at a time. Commissioner Christian added that it is easier to allow the fees to expand exponentially over time if the board is looking at the fees just one at a time instead of comparing the overall impact in total.

Student Regent Thiel said he understood the importance of seeing the total picture of all fees submitted at one time, but also understood the requests by the students because of the turnover of the students leaders each year.

Regent Krauss noted the board still has the responsibility to control costs and was concerned that the board was trying to control costs, but then the student groups could request fees that could incrementally increase the costs to students.

Public Comment

Secretary of State Linda McCulloch urged support for Regent Pat Williams' confirmation to the Board of Regents.

ACADEMIC RESEARCH AND STUDENT AFFAIRS COMMITTEE

CONSENT

- a. Level II Action Items (from January submission)
- b. Level I Memorandum

Deputy Commissioner Neil Moisey reminded the board that the Level I items are approved at the commissioner's office and lists moratoriums, and minor changes to programs or titles.

- c. Honorary Doctorates
 - UM-Missoula
 - MSU-Bozeman



Presidents Engstrom, UM, and Cruzado, MSU, noted the honorary doctorate recipients have provided financial support and other contributions of loyalty to the perspective universities. The recipients will be honored at that May commencement exercises.

INFORMATION

a. Level II Items for action in May

Deputy Commissioner Moisey noted the Level II items listed in the document will be brought back to the May board meeting for board approval.

b. AIMA Update – B. Foster

Brandi Foster, Director of American Indian and Minority Achievement, OCHE, spoke on collaborations with tribal colleges throughout Montana. She spoke on the advancement of American Indian and minority people through the academic, student service, human resource, and outreach efforts of the MUS.

Walena Old Person, Helena College UM, spoke on collaborative opportunities, awards and scholarships available for students for the purpose of mentoring and support programs for Native American students.

Chief Academic Officer Heidi Pasek, Great Falls College MSU, noted that Great Falls College MSU opened a center on campus that is focused on transition needs of Native American students.

Student Regent Thiel encouraged the Tribal Colleges to also have tribal student government groups.

c. Veterans Workgroup Update – R. Muffick *Best Practices | MUS Veteran Student Data | Military Credit Acceptance*

Ron Muffick, Director of Student Financial Services, OCHE, presented information on the Veterans Workgroup that was created to ensure the MUS will continue to excel in providing services to veterans. He spoke on the importance of improving data on veterans in the MUS, for tracking veterans and dependents and for reviewing transferability of military training and courses. Director Muffick stressed that the MUS want to make sure veterans are getting the services they need. He noted the Veterans Initiative Best Practices for Campuses and reported he will be working with the chief academic officers on campuses to develop a policy with recommendations for services the MUS can provide to veterans. He will bring a policy recommendation to the board in May for approval.

d. Affordability Taskforce - College Scorecard *UM-Missoula | MSU-Bozeman*

Director Ron Muffick, OCHE, noted the Affordability Taskforce has been working for two years. Issues addressed by the group include: the perception of affordability and how



that differs whether you are a regent, student, legislator, or a family. He has been working with the Federal Department of Education on the usage of more data in determining the true cost of attendance at the individual campuses. Director Muffick is working with financial officers at the campuses with the compilation of data including tuition costs, fees, and other expenses, including living expenses. He noted that previously, the approach has been campus-by-campus and the MUS is now working toward an overall system strategy in addressing financial needs and assistance. Mr. Muffick said they are now beginning to analyze the data collected.

The board noted this is a high priority and to continue to be mindful of funding sources to provide services to veterans.

e. Update on Collaborative Ph.D. in Material Science – Regent Buchanan and Neil Moisey

Deputy Commissioner Neil Moisey noted he is working with the three campuses, UM-Missoula, MSU-Bozeman, and MT Tech UM, on the Collaborative Materials Science Ph.D. process and that he is working with MT Tech in putting together the Business Plan that the Regents have made requests for and referenced in each of the Board meetings since August 2012.

The Board requested information from MT Tech (including a Business Plan) to address the following:

1. A Business Plan that includes revenues (including sources), detailed expected costs, and expected return on investment.
2. What the expected increase in revenues and costs are to an individual institution when granting Ph.Ds.
3. A needs assessment report.
4. Detailed local community and corporate financial support.
5. Information addressing the AAAS report recommendation for more resources, faculty, staff, technology and with clear expectation as to who would contribute to provide what.
6. Outline fundraising efforts.

Dr. Moisey noted his agreement with Chancellor Blacketter that there are two decisions the Board needs to make:

1. Approval of the Level II proposal to establish a Collaborative Ph.D. in Materials Science delivered by MSU-Bozeman, Montana Tech, and UM-Missoula; and
2. Specifically whether or not to authorize Montana Tech to grant a Ph.D. in Materials Science.

Deputy Commissioner Moisey stated by specifically authorizing and limiting Montana Tech to granting Ph.D.'s in Materials Science only (as opposed to general PhD granting authority), the Board would be acknowledging Montana Tech's capacity in a specifically defined area of research, faculty specialization, infrastructure capacity, and extramural funding opportunities in a collaborative and efficient use of MUS resources.



Dr. Moisey noted that this type of limited Ph.D. granting authority is, as Chancellor Donald Blackketter addressed, quite different from a broader Montana Tech Ph.D. granting authority, which would have far greater implications to not only the Montana Tech campus but also to the entire MUS. These implications are not just limited to potentially increased salary costs but also workload issues relative to the undergraduate mission as faculty would be expected to spend much more time on publishing, grant generation, and mentoring Ph.D. students.

Deputy Commissioner Moisey said as the Level II proposal works its way through the campus approval process, the board should see some changes to the submitted proposal as each campus looks at the specific and more general resource needs required to provide a high-level competitive degree program at the Ph.D. level.

Regent Buchanan strongly clarified that this needs to be two different decisions: Whether or not to offer a collaborative Ph.D. program in Materials Science; and framing the granting authority. Regent Buchanan clarified that the Board of Regents is **not** saying there will be a third Ph.D. granting institution in the MUS. He emphasized if the board agrees to authorize MT Tech to be one of the institutions to offer this Ph.D., that it would be a very limited degree that MT Tech could offer. Regent Buchanan noted the campus faculty senate processes should not be rushed, but that the board needs to receive the requested information before any decision is made.

Chancellor Blackketter told the board it is highly unlikely that MT Tech would qualify to meet the requirements to be a Ph.D. institution, and that this very limited degree is the only degree MT Tech is seeking authorization for. He noted that if this program was not successful at MT Tech, then the board and MT Tech should evaluate the arrangement to determine if the resources are being used wisely.

Chair McLean agreed there are two decisions to be made, according to the information given by Chancellor Blackketter.

Dr. John Neumeier, President of the MSU Faculty Senate, spoke on concerns of MSU-Bozeman faculty pertaining to the scarcity of resources and whether to use funds for this program at MT Tech. He stressed that Ph.D. programs also include strong, active research.

Jim Molloy, Governor Steve Bullock's policy advisory, expressed support of collaborating with the MUS and the governor's goal of increasing higher education degree completion to 60% by 2020. He requested convening the Board of Education this spring.

Public Comment

- Sandy Osborne, chair of MSU Coalition of Union Faculty (CUF), spoke in support of compensation for faculty and the need to address compression and inversion issues.



- Shane McManhy, UM-Western faculty, spoke of concern of graduation rates at UM-Western in relation to performance based funding and reminded the board to remain mindful of the smaller campuses.

Executive Session

- MUS Litigation Report

The board met in executive session for the purpose of reviewing current litigation occurring within the system. The executive session was closed for the protection of individual privacy.

Friday, March 8

The Board reconvened at 8:30 AM.

President Stefani Hicswa, MCC, was recognized for her service to Miles Community College. President Hicswa has accepted a position in Powell, Wyoming.

TWO-YEAR EDUCATION & COMMUNITY COLLEGE COMMITTEE

INFORMATION

- a. Creating Two-Year College Awareness – J. Cech, T. Warner, A. Connole

Student Regent Joe Thiel noted Strategies 360 has been working with the university system to improve marketing of two-year education throughout the system and is conducting a pilot project at City College at MSU-Billings.

Chancellor Rolf Groseth noted the effort of rebranding and renaming two-year campuses and the state-wide marketing plan. The intent of the pilot program done at City College will be to test the media to determine the best method in getting the message out and creating better public awareness of the comprehensive two-year mission available through City College. The campaign will focus on working with late-deciders as well as early deciders to college enrollment.

Annie Cannole, Strategies 360, reported that she has worked with the College!Now team to determine best practices for engaging non-traditional prospective students, increase enrollment and how to fill capacity. She noted the six-month pilot program will work with a set of metrics to follow and will create a mid-term assessment. Metrics used will include how people respond to the advertising, tracking the ads, and targeted messages specifically for veterans. Based on the data collected from the City College pilot project, Strategies 360 and the project leadership team will make recommendations to expand the marketing and public relations pilot to include the other six colleges which have been expanding their comprehensive two-year mission.



b. Developmental Education Reform Taskforce – J. Cech, N. Moisey

Deputy Commissioner Moisey noted the Developmental Education Reform Taskforce is focused on remediation issues, student retention, and time-to-degree.

Dr. Sharon O'Hare, UM, gave a presentation on the progress of the taskforce and gave a preview of future goals. System-wide goals include: developmental education; consistency of requirements for developmental education instructors; consistency of oversight for developmental education courses and services; standardized annual reporting to the BOR on student success and; completion of college courses overall.

Subcommittees of the taskforce will focus on: determining the definition of college readiness; transitioning from high school to college; assessment and placement models used in the MUS; developmental education models that work in Montana; developing a system-wide approach for evaluating performance; system-wide plan for student support, advising and implementation and; specific standards related to consistency across the system. She noted the taskforce will draft system-wide recommendations, working closely with the Office of Public Instruction (OPI), which will assist in evaluating the effectiveness of programs and support.

Discussion followed on effective system-wide communication with perspective students, OPI, parents, and high school counselors; consideration of offering short-term summer courses to help prepare students for college readiness and; how to assess students in high school to determine those that need additional preparation for college.

Dr. O'Hare noted the Smarter Balance project addresses many of the issues raised, while focusing on preparing and assessing students in the junior year of high school.

Deputy Commissioner Moisey noted that most states are participating in the Smarter Balance project assessments, focusing on K-12 and higher education partnerships. He stressed that the relevant assessment is in the 11th grade of high school, which essentially allows high schools to offer additional course work and to signal to the identified students that they need more work to become college ready. Dr. Moisey said offering something in summer, prior to college entrance, has been discussed. He noted that the Smarter Balance assessments will give a greater indication of where the weaknesses are and, consequently, what type of remediation the students need.

Dr. O'Hare noted that UM is piloting a program called "Ed Ready" through the Montana Digital Academy in which high school seniors whose scores fall beneath a specific threshold will be encouraged to take courses to work on needed skills. This program then assigns a personal coach, funded by the Gates Foundation, to work directly with the students.

Student Regents Thiel noted there are multitude interventions throughout the MUS, but the MUS now has the data to assess the success of the different methods.

Chair McLean noted strong interest in offering this in high schools across Montana, and recommended carefully drafting a list of things that all students in Montana need to



know. She stressed that every high school teacher needs to know what exactly what their students need to know so that teachers can teach success by design rather than by chance.

In response to concerns of how this applies to non-traditional students, Dr. O'Hare responded that the group is dealing with and recognizing that 'One Size Does Not Fit All' for the students (non-traditional students), nor for all campuses. She said it is necessary to keep in mind that campuses' populations are different.

c. Workforce Development Initiatives and Report

President Cruzado noted the Workforce Development Taskforce is exploring working opportunities, particularly in eastern Montana, including support of business and industry growth, offering noncredit workforce training courses and two-year certificates and degrees in energy related fields. She also said she and Deputy Commissioner John Cech have been working to expand the Workforce Development Taskforce and have most recently added Pam Bucy, Commissioner of Labor and Industry for Montana and Meg O'Leary who is the Director of the State Department of Commerce. Additional new members include a representative of the State Chamber of Commerce and a representative of the State Workforce Investment Board.

d. Dual Credit Update and Discussion

Sue Jones, OCHE, gave a presentation on the expansion of dual enrollment programs and tracking enrollment in the programs. She noted that goals in the Comprehensive Mission Expansion Plans included campuses increasing dual enrollment opportunities, including offering dual enrollment course statewide in via on-line delivery, through MTDA, through high schools, or through enrollment as an early college student at a local two-year college or university. She noted this results in significant cost savings for students and provides options for high schools that may not necessarily be able to offer a wide variety of courses.

ACTION

- a. Adoption of Comprehensive Mission Expansion Plans Presented January *ITEM 158-102-R0313| Mission Expansion Plans from January Meeting*

Student Regent Thiel noted he would like Deputy Commissioner Cech to work with the campuses to ensure adoption and report regularly on the progress of the plans. Regent Thiel referenced the item description which calls for regular reporting twice a year during the November and May Board of Regents meetings. He also recognized some of the initiatives require extra funds and the Board will need to monitor and continue to discuss how the initiatives can be supported financially and where the funding would come from.



Bruce Vandal, Vice President of Complete College America, gave a presentation entitled "Setting a State Agenda for College Completion." He noted the Complete College America was created to work with states to increase their college completion levels in response to President Obama's goal to have 60% of U.S. high school graduates obtain a higher education degree or credential.

Mr. Vandal noted it is critical to set expectations in order to create the conditions for reform. Steps need to include: setting state-wide goals for completion, aligning resources with performance outcomes, and setting the right metrics for post secondary success. He noted the importance of gathering data on students in the classroom, including income level and socioeconomic status. He said strategies need to be developed to shorten time-to-degree, increase transfer rates and to make sure there are not wasted credits. Mr. Vandal stressed the importance of incorporating some form of performance-based funding and to align financial aid with completion.

Mr. Vandal reported that barriers to completion include: long remedial education sequences, how well those students complete the remediation, and the length of time to degree completion. He noted that too often part time students rarely earn a credential. Next steps would include setting completion goals, use metrics to measure progress, create a state plan, and implement performance based funding. Mr. Vandal noted that a letter from the governor would be needed in order to enlist Montana in the Alliance, followed by forming a team comprised of state policymakers, higher education leaders, and business representatives.

Discussion followed regarding: the need to create financial incentives for students to take 15 credits; creation of an advising structure to encourage students to take more credits; create academic pathways and; how to customize this program specific to Montana.

Chair McLean asked the board if they would agree by consensus to become partners with Complete College America. The board agreed unanimously by consensus.

Staff and Compensation Consent Agenda

Staff Items

- a. UM-Missoula *ITEM 158-1000-R0313*
- b. MT Tech *ITEM 158-1500-R0313*
- c. Professor Emeritus of Music: Alexander; UM-Missoula *ITEM 158-1010-R0313*
- d. Professor Emeritus of Music: Boyd; UM-Missoula *ITEM 158-1011-R0313*
- e. Professor Emeritus of Wildlife Biology: McClelland; UM-Missoula *ITEM 1012-R0313*
- f. OCHE *ITEM 158-100-R0313*
- g. MSU-Bozeman *ITEM 158-2000-R0313*

Regent Tuss moved approval of the staff items a-g. Motion passed 6-0.



COMMITTEE REPORTS

- **Two-Year Education and Community College Committee Report**

ACTION

Adoption of Comprehensive Mission Expansion Plans Presented January *ITEM 158-102-R0313* | *Mission Expansion Plans from January Meeting*

Regent Thiel moved approval of ITEM 158-102-R0313. Motion passed 6-0.

- **Administrative, Budget, and Audit Oversight Committee Report**

ACTION

- a. Operating Agreement Between MT Tech and MT Tech Foundation; MT Tech *ITEM 158-1502-R0113*

Regent Thiel moved approval of ITEM 158-1502-R0113. Motion passed 6-0.

- b. Alumni Coliseum Lease Authorization; MT Tech *ITEM 158-1503-R0313*

Regent Buchanan moved approval of ITEM 158-1503-R0313. Motion passed 6-0.

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CONSENT

- a. Authorization to Upgrade North Hedges Elevator; MSU-Bozeman *ITEM 158-2001-R0313*
- b. Information Technology Lease; MSU-Bozeman *ITEM 158-2002-R0313*
- c. Strand Union Ballroom Renovation; MSU-Bozeman *ITEM 158-2004-R0313*

Regent Krauss moved approval of the consent agenda items a-c. Motion passed 6-0.

- **Academic, Research, and Student Affairs Committee Report**

CONSENT

- a. Level II Action Items (from January submission)
- b. Level I memorandum
- c. Honorary Doctorates
 - UM-Missoula
 - MSU-Bozeman

Regent Buchanan moved approval of the consent agenda items a-c. Motion passed 6-0.

Chair McLean explained that next on the agenda are two student residency appeals. The board had received the commissioner's decision and the written appeal, with supporting documents, submitted by the student. She noted the board will address each appeal separately. The issue before the Board, in each of these, is solely to determine whether to hear these appeals at a later meeting. Chair McLean stated that BOR policy does not require the Board to entertain the appeals if they are satisfied with the commissioner's review and decision. She reminded the board that the appeals are confidential so the board would not address the students by name, nor identify the campus involved, nor would the board address the facts or the specific issues today.

Chair McLean noted that the sole issue today is whether any regent believes the issues addressed in the commissioner's decision need further review at the Board level; If the board does not wish to hear a specific appeal at the BOR level, it is not necessary to make a motion. A lack of action on the board's part will signify that the board's decision is to not hear the case.



Student Appeals

- Residency Appeal #1

There being no motion to hear this appeal, the request that the board entertain this appeal is denied. The commissioner's decision is upheld.

- Residency Appeal #2

There being no motion to hear this appeal, the request that the board entertain this appeal is denied. The commissioner's decision is upheld.

Public Comment

Adam Cooke, MT Tech student, asked the board to keep mindful of the students when making decisions pertaining to performance based funding.

The meeting adjourned at 11:30 PM.

Approved by the Board of Regents on

Date

Date

Clayton T. Christian
Commissioner of Higher Education
and Secretary to the Board of Regents

Angela McLean
Chair, Board of Regents