

Montana University System Investments in Integrating and Fostering Five Colleges of Technology

University of Montana – Investments and Services Provided to Missoula, Butte, and Helena Colleges of Technology: Missoula bonding capacity provided funds to construct a student union facility at Helena, and classroom/lab renovation funds for all campuses including the Colleges of Technology.

- Financial Aid at Missoula COT and Butte COT is integrated allowing for single awarding, recording, and reporting of student aid.
- All Business Office and Human Resource Office activities are consolidated on the Butte and Missoula campuses. For the Helena COT most of this activity is consolidated into Missoula as well, thus eliminating the duplication of providing these services by individual campuses.
- The suite of Banner administrative systems has been implemented and is supported from the Missoula campus for the Colleges of Technology.
- At Missoula and Butte, the Colleges of Technology have been integrated as a unit within the academic structure providing access to funds, facilities, and programmatic support that would otherwise be unavailable.
- Library support is provided to the Colleges of Technology at a level they would be unable to attain as stand alone units.
- All student support services at the main campuses are available and utilized by students at the Colleges of Technology both at Butte and Missoula.
- President has established a 3-Year Sustainable Growth Initiative funding program for the smaller campuses with a total pool of \$ 1.1 million.

Montana State University-Bozeman: What kind of investments did MSU make in the CoT's and what services would have to be replaced by a "new owner" if the CoTs are separated from the Montana University System? Together they represent a huge set of services and direct expenses, possible by reason of economy of scale that would need to be re-created under a different governance model.

- Provided high-quality student and business management information (computer) systems and technical support. Missoula and Bozeman carry most of load for keeping Banner functional for the CoT's. If they are broken off, there will likely be expensive software licensing and hardware to purchase to meet their IT needs. These costs would certainly run into the multi-million dollar range.
- MSU-Bozeman Facilities Services (OFS) provides design project assistance, such as with the ~\$5 million renovation project for the Great Falls CoT. OFS also performs a complete Facilities Condition Inventory at each CoT in April/May of even-numbered years. The Bozeman campus compiles, prioritizes and inspects the LRBP requests for each unit and consolidates them into an MSU request. The Bozeman campus provides utility engineering and purchase expertise as requested by each unit. MSU-Billings OFS helps their CoT with all of the above on a regular basis + space planning and renovation project management.
- MSU-Bozeman has involved the Great Falls CoT in its internal Business Practices Review so that its most successful business practices could be shared with them.

- In Billings, the entire business, student services and facilities programs at the COT are now managed at the Senior campus. These would need to be re-created under a different governance model.
- MSU-Bozeman worked out the details of a COT/MSU Foundation relationship so that they could tag into the use of the Bozeman Foundation rather than proceeding with establishing their own, as they would need to do under a new model.
- MSU-Bozeman has undertaken the responsibility for handling all of the Great Falls COT's detail data for the Series 98-F bond indenture, including the preparation of the Official Statement for the bonds. The Bozeman campus has assumed all of their on-going bond responsibility, except for actually generating the funds for debt service.
- MSU-Bozeman provides technical services in the areas of internal audit, STIP, annual indebtedness reports, Unrelated Business Income, technical accounting support and legal counsel.
- MSU-Bozeman provides the COT with consulting services for the oversight of personnel hiring, the prevention, investigation and remediation of complaints of discrimination, sexual harassment and disabilities accommodation.
- MSU-Bozeman is the anchor site for several partnerships for the offering of specialized, multi-site, academic programs.
- MSU-Bozeman provides to its campuses the services from Internet II and its subscription to significant national full text periodicals and data bases used by students in programs at the COTs in Great Falls and Billings.
- All MSU campuses operate as a single unit in providing library services.

Montana State University – Billings

Investments in the Billings CoT:

- Worked with staff in DC to obtain a \$1,000,000 federal appropriation to enhance the COT. This is matching money for the building project submitted in the LRBP.
- Developed an On-line program at the COT
- Developed a Summer Session Program
- Expanded classes into the evening
- Invested in Information Technology
- Partnered with ACT and Perkins/OCHE to develop a Center at the COT
- Developed the Yellowstone Training and Development Center at the COT
- Brought Health Services to the COT
- The MSU-Billings Foundation raises funds for the COT
- The Alumni Association provides contact between the COT and their Alumni
- Established a scholarship endowment in the Foundation for the College of Technology
- Renovated the COT to provide an additional 5,000 square feet of classroom space.
- Integrated the two student governments
- Added an additional parking lot at the COT
- Made Residence Halls, Health Services, Student Union, etc available for COT students.
- Invested in Landscaping at the COT and built a Soccer Field there.

Services Added: Services currently supplied to the COT by MSU-Billings that would have to be replaced if there were a separation of the COT:

- Payroll
- Human Resources
- Accounting
- Accounts Receivable
- Facilities Management
- Financial Aid
- Telephone Services
- Purchasing
- Mail
- Budgeting
- Accounts Payable
- Architectural Services
- Information Technology Services

MSU—Great Falls College of Technology:

What kinds of investments has MSU made to support MSU—Great Falls COT?

- a. MSU has provided a **systems coordinator** to ensure identification and resolution of COT-MSU-MUS issues and needs. The systems coordinator meets regularly (usually monthly) with the Dean of MSU-GFCOT and communicates weekly through e-mail and telephone messages. The system coordinator has been particularly helpful in:
 - Crafting inter-unit agreements between COT and other institutions
 - Assisting in the recruitment, selection, and orientation of COT administration
 - Making COT aware of state/national opportunities for growth, funding, problem-solving
 - Presenting COT perspectives/issues to the MSU leadership teams.
 - Originally, systems coordination also involved regular meetings between faculty in similar disciplines. Invaluable at the start, it would still be valuable today, but is too demanding on the time of all faculty.
- b. MSU has led the four MSU campuses, including the COT in **providing library services** that would require significant investments in personnel and IT resources/equipment/training if the COT had to assume these alone. Examples:
 - Expertise of MSU Dean of Libraries in acquiring, coordinating MSU-wide library resources, making it possible for COT's small physical library to be amply supported by electronic resources
 - Leadership of MSU Dean of Libraries in coordinating training and group problem-solving approaches that include COT Library Director as equal partner and provide cost-effective specialized training to our technicians.
 - Leadership of MSU Dean of Libraries in assisting with the search, orientation, supervision and evaluation of our professional librarian.
- c. The same **team approach** has characterized MSU's approach to **Banner and fiscal issues**, with similar benefits accruing – a cadre of co-trained, constantly communicating leaders on each of the four MSU campus dealing with issues crucial to our effective operation. Although all four campuses have benefited from these approaches, because the COT is significantly smaller in staffing and budget, we've benefited more.
- d. In several areas, the COT enjoys **lower purchase prices** by tagging along on the larger volume of purchases MSU makes. Examples: computer equipment and software, library equipment and software, (and we're working on cafeteria expenses).
- e. MSU has provided significant expertise and oversight for **facilities planning and construction** at MSU-GFCOT. The 1997-1999 renovation and the remodeling associated with the dental hygiene clinic are two major examples. Ongoing review of

facilities and assistance in regular facilities reviews and in preparing LRBP requests has been invaluable.

- f. The Burns Telecommunication Center has been extremely important as a **support center for distance learning technology, training, and student services**. As a reminder, distance learning accounts for about 18% of COT's enrollments; because of our facilities limitations, we would not be able to provide the educational experiences we do without substantial and effective distance-learning programming.
- g. MSU provides **specialized expertise** that the COT can't afford to provide as a designated position and is unlikely to develop/acquire through the Bartholomew Cubbins approach. Examples abound, but some typical ones:
 - Audits by Virginia Key
 - EEO advice and training from Corky Bush
 - Review of job descriptions and classifications by Susan Alt et al.
 - Legal advice from Leslie Taylor (although there are due process issues raised by this approach that should be addressed)
 - Academic oversight in understaffed Arts and Sciences areas

What regular services are now supplied by MSU that would have to be replaced if MSU—Great Falls COT were not a part of the MSU family?

At a minimum, the COT would need to:

- Hire additional professional librarian.
- Contract with MSU for specialized library training
- Purchase library equipment and technology, some supplies, computer equipment and software at a higher rate.
- Contract for specialized training in computer software, personnel issues, Banner.
- Contract for specific expertise in facilities planning, legal issues, Banner
- Hire a personnel director.
- Hire an additional distance learning professional and at least one technician to support distance learning.
- Purchase significant amounts of computer equipment to support distance learning and assume responsibility for ongoing upgrades, maintenance and training.

In addition, the COT would lose:

- Integration into the university system as an equal partner
- Immediate and regular access to a person charged with coordination for system efficiencies and the identification and resolution of system problems
- The access to specific faculty expertise in unique disciplines

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