

MONTANA UNIVERSITY SYSTEM
2011 BIENNIUM BUDGET PLANNING – NEW PROPOSALS (JANUARY 2008)

UNIT/CAMPUS: MSU BILLINGS	UNIT PRIORITY: 1
NEW PROPOSAL NAME: EFFECTIVE RECRUITMENT AND RETENTION OF STUDENTS	
BOARD OF REGENT STRATEGIC GOAL: <input checked="" type="checkbox"/> ACCESS <input type="checkbox"/> ECON DEV <input type="checkbox"/> EFFICIENCY <input checked="" type="checkbox"/> RECRUIT/RETAIN	
TOTAL BIENNIAL COST: \$500,000	FUNDING SOURCES:
FY 10 TOTAL COST: \$250,000	FY 11 TOTAL COST: \$250,000
FY 10 BASE FUNDING REQUESTED: \$250,000	FY 11 BASE FUNDING REQUESTED: \$250,000
FY 10 OTO FUNDING REQUESTED:	FY 11 OTO FUNDING REQUESTED:
ADDITIONAL STAFF IN FY10 (FTE): 2.5	ADDITIONAL STAFF IN FY11 (FTE): 2.5

DESCRIPTION OF NEW PROPOSAL:

Retaining students is fundamental to Montana State University Billings, not only for the ability of the institution to carry out its mission of providing access, excellence and lifelong learning opportunities, but also to maintain good fiscal health. Effective recruitment and retention of students, however, requires more resources in order to provide students the services necessary to succeed and persist in their pursuits of degrees.

This proposal is a multifaceted approach that targets not only traditional-aged college students, but will work with minority populations, high school educators and flexible scheduling to help bring higher education to the people where they need it. The proposal will:

- Establish the MSU Billings Native American and Minority Student Transitions Program. It will focus on providing tribal college students, Hispanic students and other minorities assistance with their transition to MSU Billings by offering an on-site transitional success course at tribal colleges and other facilities and special one-on-one and group assistance when they arrive at MSUB. MSU Billings will collaborate with tribal college and other entities to establish a one-credit course (curriculum similar to ASC101 mixed with other proven success strategies for minority students) that will help prepare students as they enter MSUB.
- Establish a Science, Technology, Engineering and Math College Preparation and Readiness (STEM-CPR) program. This program will achieve alignment of high school and university curricula in math and science through a review of math and science curricula at both the K-12 and university levels. Area high school and MSU Billings educators will collaborate on the project and funds would be used to fund substitutes to help participation.
- Expand the base budget to establish a College Transitions Program that would provide retention counseling, mentors and part-time first-year experience teachers to give first-year students the tools needed to persist to graduation and improve retention.
- Provide resources for a Flexible Scheduling Initiative that will allow MSU Billings the ability to offer classes for specific programs via multiple formats and various teaching modules. This initiative will provide staffing to not only administer the program, but provide the proper financial aid and academic advising to meet the needs of students. This will be especially critical for adult learners and traditional students who need to work full-time to offset the cost of education.
- Develop new ways to engage students who have opted out of the education process — for one reason or another — during their high school or college careers. The university will use these funds to build bridges between the existing adult education program and other training opportunities in the community to serve these students, who are now adults either in the workforce or looking for new educational opportunities.
- Establish scholarship opportunities for Iraq/Afghanistan veterans.
- Provide resources for a collaborative program with other small campuses in the Montana University System for emergency funding of auxiliary aides and services for students with disabilities.*

HOW SUCCESS IS MEASURED:

The university already has established guidelines for tracking retention and this initiative feeds into that system. Success will be measured by increased retention rates, improved mentoring and increased satisfaction among students as outlined in regular surveys and assessments. Other outcomes include development of high school math curricula that prepares students for the first year university general education math requirement; reading-in-the-content-area (math and science) strategies to help prepare students to read university-level textbooks; and continue coordination among area high schools and MSU Billings toward a smooth transition from high school graduation to the first year university experience.

* This is also a part of a systemwide proposal to deal with services for disabled students.

MONTANA UNIVERSITY SYSTEM
2011 BIENNIUM BUDGET PLANNING – NEW PROPOSALS (JANUARY 2008)

UNIT/CAMPUS: MSU BILLINGS	UNIT PRIORITY: 2
NEW PROPOSAL NAME: DEVELOPMENT OF NEW PROGRAMS	
BOARD OF REGENT STRATEGIC GOAL: <input checked="" type="checkbox"/> ACCESS <input checked="" type="checkbox"/> ECON DEV <input type="checkbox"/> EFFICIENCY <input type="checkbox"/> RECRUIT/RETAIN	
TOTAL BIENNIAL COST: \$600,000	FUNDING SOURCES:
FY 10 TOTAL COST: \$300,000	FY 11 TOTAL COST: \$300,000
FY 10 BASE FUNDING REQUESTED: \$300,000	FY 11 BASE FUNDING REQUESTED: \$300,000
FY 10 OTO FUNDING REQUESTED:	FY 11 OTO FUNDING REQUESTED:
ADDITIONAL STAFF IN FY10 (FTE): 5.0	ADDITIONAL STAFF IN FY11 (FTE): 5.0

DESCRIPTION OF NEW PROPOSAL:

In any large industry, resources for research and development are critical for the success and growth of that industry. Higher education is no different. In order to meet crucial workforce demands — especially in the regional health care, energy and service sectors — and in order to provide the most effective assistance possible in economic development, resources will be needed for Montana State University Billings for development of new programs. This is especially true as Montana faces an increasing demand for qualified workers in all sectors of the economy. In addition, the university needs to move faculty and staff that are currently associated with programs but not a part of the base budget into the base budget. This proposal also expands the ability of MSU Billings to ensure every faculty member, every staff member and every student has experience with online delivery of courses.

The 2007 Labor Day report issued by the Montana Bureau of Labor and Statistics cites Montana as enjoying the eighth-highest level of employment growth between 2005 and 2006 among all 50 states. The same report also lists health care, construction, mining and natural resource development among the best-paying and fastest-growing economic sectors of Montana. This proposal provides support resources for:

- Development of a Trade and Industry Workforce Development Center at the MSU Billings College of Technology (1 FTE). Existing collaborative structures in place with the MSU-Billings College of Professional Studies, Big Sky Economic Development Authority, Celebrate Billings, Billings Job Service, and the Chamber of Commerce will be used to develop and deliver both new and incumbent worker training. Areas of focus will be in construction trades, energy industry, petroleum, alternative fuel, transportation, and technical computer system training.
- Support of faculty line and a full-time clinical coordinator (2 FTE) at the College of Allied Health Professions to expand a growing array of clinical and practical experiences for both undergraduate and graduate students. A majority of the degree programs at the college require a clinical or practical experience, but improved coordination of those clinical experiences is needed in the college to improve the effectiveness of those degree programs. The coordinator will work closely with area health care providers as well as departments to improve student experience.
- Program development for a new Associate of Applied Science Degree in Respiratory Therapy at MSU Billings College of Technology (1.5 FTE). Local reports from health care providers have immediate openings for such workers and the demand is expected to grow in the future. There are no programs at all to prepare respiratory technicians in Billings at present. Both regional health care provider systems, St. Vincent's Health care and Billings Clinic, have approached the university to support such a new program.
- Development and delivery of a distance learning applied health studies program to equip rural health workers with the knowledge and analytical tools needed for their jobs. This will entail collaboration with rural Montana health care organizations and clinical providers to deliver innovative health sciences education curriculum to the current rural health care workforce. Rural organizations facing shortages will benefit by being able to upgrade skills of current workers while keeping them at home.

- Continued growth — through the addition of 1 faculty FTE — in development of the Process Plant and Power Plant training programs.
- Technology training and support needed (2 FTE) to meet the needs of a more technologically diverse and demanding student body and faculty.

HOW SUCCESS IS MEASURED:

Success will be measured through outcomes as a result training and workforce training contracts completed in construction trades, energy industry, petroleum, alternative fuel, transportation, and technical computer system training. Results of this initiative will also increase the number of health care employment opportunities and expand partnerships with the university. The university will also be better prepared to meet student and faculty needs through improved delivery of technology assistance.

MONTANA UNIVERSITY SYSTEM
2011 BIENNIUM BUDGET PLANNING – NEW PROPOSALS (JANUARY 2008)

UNIT/CAMPUS: MSU BILLINGS	UNIT PRIORITY: 3
NEW PROPOSAL NAME: PROGRAM & SERVICE DEVELOPMENT FOR ADULT LEARNERS	
BOARD OF REGENT STRATEGIC GOAL: <input checked="" type="checkbox"/> ACCESS <input type="checkbox"/> ECON DEV <input type="checkbox"/> EFFICIENCY <input checked="" type="checkbox"/> RECRUIT/RETAIN	
TOTAL BIENNIAL COST: \$210,000	FUNDING SOURCES:
FY 10 TOTAL COST: \$105,000	FY 11 TOTAL COST: \$105,000
FY 10 BASE FUNDING REQUESTED: \$105,000	FY 11 BASE FUNDING REQUESTED: \$105,000
FY 10 OTO FUNDING REQUESTED:	FY 11 OTO FUNDING REQUESTED:
ADDITIONAL STAFF IN FY10 (FTE):	ADDITIONAL STAFF IN FY11 (FTE):

DESCRIPTION OF NEW PROPOSAL:

Many reports over the past couple of years have provided ample evidence that Montana needs to move ahead with policies and initiatives to more fully engage adult learners. Montana State University Billings proposes to address those needs with a university initiative for program and service development for adult learners. This proposal will not only provide adults currently in the workforce opportunities to improve their educational attainment, but will give former high school drop-outs an opportunity to access higher education.

According to a Center for Education Reform Report (February 2007):

“...despite the impressive academic achievement at the early grades, Montana is not continuing its high-quality education through high school, and this is dramatically affecting the ability of its citizens to achieve success in life. Some of the more glaring deficiencies were the educational attainment of Montana’s adults. Only 43.2 percent of the state’s young adults were enrolled in postsecondary education or had a higher education degree, compared to the national average of 47.8 percent. Of the state’s entire adult population, only 37 percent had a four-year or two-year degree, which again is below the national average. Montana also is a net exporter of college talent each year. Annually, 109 more students leave the state for college than enter the state to enroll in an institute of higher learning. Clearly the Treasure State needs a boost.”

Other reports indicate that most students in adult, continuing-education and professional development programs at American colleges and universities rely on personal savings and employer-provided tuition assistance to pay for their education. In addition, there is a growing need for the university to better serve adult learners between the ages of 60-75 who still want to remain in the workforce but need some “reverse specialization” or new training. The services will be delivered both on-site and online to best meet the individual needs of the students.

This proposal will provide resources for the entire university to strategically target proficiencies at the university — including workforce development expertise and training at the College of Technology and College of Professional Studies and Lifelong Learning — to engage adult learners in new ways. Through flexible scheduling opportunities, tuition assistance for employers and engagement of business, industry and labor, the university will provide “just-in-time” higher education opportunities when adults need them. This proposal will also provide marketing and development resources for MSUB Online to more adequately compete with adult workers in our region.

HOW SUCCESS IS MEASURED:

Success will be measured by increased adult participation in all academic areas of the university, from customized training to certificate programs to two-year degree completion as well as opportunities to earn baccalaureate and graduate degrees. Resources will be used for development of flexible scheduling (including funds for financial aid, registrar, advising and business services) marketing, market research and faculty resources.

MONTANA UNIVERSITY SYSTEM
2011 BIENNIUM BUDGET PLANNING – NEW PROPOSALS (JANUARY 2008)

UNIT/CAMPUS: MSU BILLINGS	UNIT PRIORITY: 4
NEW PROPOSAL NAME: PROGRAM & SERVICE DEVELOPMENT FOR INTERNATIONAL & NON-RESIDENT STUDENTS	
BOARD OF REGENT STRATEGIC GOAL: <input checked="" type="checkbox"/> ACCESS <input type="checkbox"/> ECON DEV <input type="checkbox"/> EFFICIENCY <input checked="" type="checkbox"/> RECRUIT/RETAIN	
TOTAL BIENNIAL COST: \$250,000	FUNDING SOURCES:
FY 10 TOTAL COST: \$125,000	FY 11 TOTAL COST: \$125,000
FY 10 BASE FUNDING REQUESTED: \$125,000	FY 11 BASE FUNDING REQUESTED: \$125,000
FY 10 OTO FUNDING REQUESTED:	FY 11 OTO FUNDING REQUESTED:
ADDITIONAL STAFF IN FY10 (FTE): 1.5	ADDITIONAL STAFF IN FY11 (FTE): 1.5

DESCRIPTION OF NEW PROPOSAL:

MSU Billings will use this initiative to develop unique and collaborative programs and services for international and non-resident students so that their stay in Montana will not end with their education. The proposal will position the university to better respond to workforce shortages that are already vexing employers in the region.

The 2007 Montana Labor Day Report issued by the State of Montana Bureau of Labor and Statistics paints a rather dire picture for the State's workforce, predicting a significant contraction in the State's available workforce beginning in 2013. This forecast is based on assumptions including the continuation of current levels of population growth and stable levels of labor force participation. According to Dr. Larry Swanson, of the O'Conner Center for the Rocky Mountain West at the UM, the under-18 age population in Montana will fall by 8% by 2010 and the population sector between 50 and 64 will witness significant growth. The 65-plus age group will grow by 20 percent in the next decade.

Dr. Swanson's research shows Montana's unemployment rates dropped from the 1990s, when the State had a range between 5 and 8 percent, to our present fluctuation between 2 and 4 percent. According to Swanson, in July 2007, Montana ranked in the top three states in the nation with lowest unemployment rates, sandwiched between Idaho and Utah.

The December 2, 2007, the Billings Gazette cited 2 percent unemployment rates in the Billings area as a primary factor for business and industry to hire workers, "even when union wages and benefits are involved," wrote Jan Falstad, business reporter for the *Billings Gazette*.

With fewer in-state workers to draw from to help fill jobs, innovative ways need to be developed to recruit, educate and retain non-resident and international students to fill critical roles in Montana's economy.

HOW SUCCESS IS MEASURED:

Success will be measured by evaluating increased recruitment and retention of non-resident and international students. This initiative will also be assessed on use of resources, which will be used for an on-campus coordinator for international development, recruitment, travel funds, marketing and development of living areas for international students.

MONTANA UNIVERSITY SYSTEM
2011 BIENNIUM BUDGET PLANNING – NEW PROPOSALS (JANUARY 2008)

UNIT/CAMPUS: MSU BILLINGS	UNIT PRIORITY: 5
NEW PROPOSAL NAME: DEVELOPMENT IN GRADUATE EDUCATION & RESEARCH	
BOARD OF REGENT STRATEGIC GOAL: <input checked="" type="checkbox"/> ACCESS <input checked="" type="checkbox"/> ECON DEV <input type="checkbox"/> EFFICIENCY <input checked="" type="checkbox"/> RECRUIT/RETAIN	
TOTAL BIENNIAL COST: \$450,000	FUNDING SOURCES:
FY 10 TOTAL COST: \$200,000	FY 11 TOTAL COST: \$250,000
FY 10 BASE FUNDING REQUESTED: \$200,000	FY 11 BASE FUNDING REQUESTED: \$250,000
FY 10 OTO FUNDING REQUESTED: \$0	FY 11 OTO FUNDING REQUESTED: \$0
ADDITIONAL STAFF IN FY10 (FTE): 2	ADDITIONAL STAFF IN FY11 (FTE): 2

DESCRIPTION OF NEW PROPOSAL:

Universities have long been learning communities, places where scholarly activities are shared between faculty and students, but between faculty members across different disciplines. According to the 2007 National Survey of Student Engagement, students doing research with faculty are more likely to persist, gain more intellectually and personally, and choose a research-related field as a career. NSSE 2007 results also show that they also more frequently used deep approaches to learning and report more learning and growth from their college years.

This proposal will use resources to help “raise the bar” and increase the academic experience at MSU Billings in both graduate work and applied research. The resources will be used to develop a new academic plan for graduate education, strengthen interdisciplinary graduate education and improve student recruitment. Access to research materials and staff support will also increase through this initiative.

Quality research projects and endeavors are already under way at MSU Billings in biological and physical sciences, energy-related fields of fuel cells and palladium degradation, environmental sciences as well as applied research in business, communications, history and allied health professions. Undergraduate students are heavily engaged in each of those projects with faculty members.

Through a renewed emphasis on graduate and applied research at MSU Billings, students will be encouraged to take a more active role in service learning and to become citizen scholars by using their knowledge and skills in a real-world setting to gain scholarship and experience through service to the community and state. Resources will be used to fund a director of graduate studies and an administrative assistant. This initiative will help the address critical workforce demands in social sciences, humanities, health care and education. And, just as importantly, because graduate education and research are important to Montana as it moves toward a more knowledge-based economy, this initiative will be of critical importance to economic development of the region and the state.

HOW SUCCESS IS MEASURED:

Success will be measured by increased student productivity in publications, grant proposals, collaborations as well as retention of students. Success will also be measured by the placement of graduates in professional positions as well as awards, interest from the community and involvement in as alumni.