

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

<b>UNIT/CAMPUS: UM MISSOULA</b>	<b>UNIT PRIORITY: 1</b>
<b>NEW PROPOSAL NAME: STUDENT RETENTION AND SUCCESS</b>	
<b>BOARD OF REGENT STRATEGIC GOAL: __ACCESS __ ECON DEV __ EFFICIENCY _X_ RECRUIT/RETAIN</b>	
TOTAL BIENNIAL COST: \$800,000	FUNDING SOURCES: State Appropriation
FY 10 TOTAL COST: \$265,000	FY 11 TOTAL COST: \$535,000
FY 10 BASE FUNDING REQUESTED: \$265,000	FY 11 BASE FUNDING REQUESTED: \$270,000
FY 10 OTO FUNDING REQUESTED: \$0	FY 11 OTO FUNDING REQUESTED: \$0
ADDITIONAL STAFF IN FY10 (FTE): 1.5	ADDITIONAL STAFF IN FY11 (FTE): 1.5

**DESCRIPTION OF NEW PROPOSAL:**

**PART I - STUDENT SUCCESS in the FIRST YEAR**

A comprehensive plan for retention and early student success at UM is being constructed as a result of the work of Teresa Farnum and many campus participants. The items in this proposal represent a subset of strategies particularly critical in the first year of college.

1. Center for Innovation in Teaching and Learning: The current Center for Teaching Excellence is being reconfigured to provide comprehensive faculty development ultimately aimed at improved student learning. The new Center will focus on interdisciplinary education (in support of item 3 below), and on effective teaching by all instructors of first-year students.
2. Undergraduate Advising Center: The Center is currently being reviewed to ensure that effective advising occurs for all beginning students whether they have a declared major or not, making the most effective use of both faculty advisors and "professional" advisors.
3. "Education in Context:" A Curriculum of Critical Issues. A significant problem for beginning students is the lack of a context in which they begin their college education and a perceived lack of relevance of many college courses to the lives of students. A set of interdisciplinary, thematic courses will be developed by faculty to focus on significant global issues such as climate change, world health, peace and conflict. Freshmen will enroll in one such course and use that experience to make deliberate decisions about his or her undergraduate program.
4. Learning Commons: A designated space with appropriate support personnel will be established to provide a supplemental learning environment. The Commons will begin in the Library, capitalizing on the social environment, access to information, and availability of expertise offered there. Services will focus on tutoring through The Writing Center, the Math Learning Center, and Students Tutoring Students.

**HOW SUCCESS IS MEASURED:**

The cumulative benchmarks for success of this project will be: 1) increase freshman to sophomore retention; 2) improved performance in the fundamental skills courses (math and composition) 3) curricular innovations and retention efforts developed by faculty and staff.

## RESOURCE REQUIREMENTS:

Personnel: (Defined by category and FTE, with amount)

	2010	2011
Director, Center for Innovation in Teaching & Learning	50,000	50,000
Assistant to the Director, Center for Innovation in Teaching	20,000	20,000
Director, Learning Commons		50,000
Assistant to the Director, Learning Commons		20,000

Expenses: (Defined by category and amount)

Operations, Center for Innovation in Teaching & Learning	50,000	50,000
Intramural Competitive Grants: Faculty Development and Innovative Proposals for Student Success and Retention	50,000	50,000
Equipment, Learning Commons (computers, printers, Software, e-classroom setup)	20,000	20,000
Program Expense		175,000

## **PART II - MATCH COMMUNITY SERVICE AWARDS**

This strategy will provide an incentive award on top of the educational awards that students receive for community service. This will maximize effective use of federal tuition assistance for both students and the campus.

## IMPLEMENTATION RESPONSIBILITY

Student Affairs and the Office for Civic Engagement will share primary implementation responsibility for this strategy.

## IMPACT

Below is an overview of some programs funded by the Corporation for National and Community Service:

- The AmeriCorps program (begun in 1994) provides opportunities for Americans to make an intensive commitment to service. The AmeriCorps network of local, state, and national service programs engages more than 70,000 Americans in intensive service each year. There are five AmeriCorps programs in Montana and two\* are on UM's campus: Montana Making \$ense\*, Montana Campus Corps\*, Montana Conservation Corps, Jobs for Montana Graduates and the Western Montana Literacy Support Corps.
- Volunteers in Service to America (VISTA) (began in the 1960s). VISTA matches full-time volunteers with community organizations and public agencies to create and expand programs that ultimately bring low-income individuals and communities out of poverty. There are four VISTA programs in the state: Prevention Resource Center, Montana Campus Compact, Montana Legal Services, and Richland County Health Department.

Upon completion of their services, AmeriCorps and VISTA members earn an Education Award to help finance their education. The amount of the award is dependent on the number of hours the member serves. Terms of service range from 300 hours to 1700 hours (full time for a year) and education awards vary from \$1,000 to \$4,700 per term of service. Members can serve no more than two terms. Members may use award dollars to pay for higher education or to pay off student loans.

## ACTION PLAN

To entice AmeriCorps and VISTA alumni to select The University of Montana for undergraduate or graduate study, and to encourage Montanans to consider service as a way to help pay for college, we propose that UM supplement the service awards. By investing \$50,000 to encourage national service participants to enroll at UM and use their education awards here, our return on the dollar will at minimum be met 1:1, and at maximum almost five- fold for a ratio of 10:47.

### POOL OF TARGETED STUDENTS:

- Approximately 752 AmeriCorps award recipients totaling an estimated \$1,369,069 (2006-07).
- Approximately 157 VISTA award recipients totaling an estimated \$737,900 (2005-07).

This pool includes an estimated total of 909 potential students. Between 2004 and 2006, the following numbers of award recipients enrolled at UM as reported to Financial Aid:

- |                      |           |
|----------------------|-----------|
| • In-state students  | 109       |
| • Out-of-state & WUE | <u>58</u> |
|                      | 167       |

### MATCH:

It is proposed that UM match the AmeriCorps and VISTA education awards for 50 students entering UM in the fall of 2008 in the amount of \$1,000 each bringing the cost of this initiative to \$50,000. In addition, the recipients will be required to complete 50 hours of community service while attending UM during the year they receive the matching award.

### CRITERIA:

The following criteria will be used to select high ability students:

- 3.00 GPA for high school or college work and an ACT test score  $\geq 24$ .
- A letter of recommendation from a high school instructor or faculty member.
- Full-time enrollment status at UM (12 cr. undergraduate, 9 cr. graduate)
- The UM match will be renewable based on a competitive process.

The Office for Civic Engagement will administer this program in cooperation with Enrollment Services.

### HOW SUCCESS IS MEASURED:

We anticipate that this strategy will increase the number of academically successful AmeriCorps and VISTA Program alumni who choose to attend The University of Montana for undergraduate and/or graduate study.

Resources Required: FY10 \$50,000 Base

## **PART III - OUTREACH STRATEGY**

To enhance UM's Non-Resident recruitment strategy and overall outreach by conducting outreach programs in key markets.

### IMPLEMENTATION RESPONSIBILITY

Jed Liston, Assistant Vice President for Enrollment Services  
Jim Foley, Executive Vice President

### MPACT

The outreach programs will have a direct impact on the yield of non-resident applicants and their families as they consider attending UM. The outreach efforts will also enhance counselor relations in each area. The outreach programs will promote the University to alumni and donors living in key out-of-state markets and enhance our image.

#### ACTION PLAN

Plan and develop (2-3) outreach trips per year to key non-resident markets such as Spokane, Seattle, Denver, Minneapolis, and Chicago.

- Each outreach will feature selected faculty, the President, Enrollment Services Staff, the Vice President for Student Affairs, the Executive Vice President and others strategically selected to attend.
- Each outreach will consist of a centrally located evening reception to inform prospective students and their families of the benefits of attending UM, faculty lectures in separate rooms and some form of entertainment. The next day we will host a counselor breakfast to inform local counselors about UM. There will also be programming for alumni and donors to meet with key personnel on each trip.
- UM videos will be placed strategically in media markets prior to our arrival announcing the event and promoting UM.

Resources Required    FY10 \$25,000 Base                      FY11 \$25,000 Base

#### HOW SUCCESS IS MEASURED:

- Depending on the time of the recruitment cycle, each outreach program will be measured by either the increase in applications or enrollment as a result of the programming.
- The number of inquiries will be tracked after the events and compared to previous historical data to discern a measurable effect.

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

<b>UNIT/CAMPUS: UM-MISSOULA</b>	<b>UNIT PRIORITY: 2</b>
<b>NEW PROPOSAL NAME: MPACT PROGRAM</b>	
<b>BOARD OF REGENT STRATEGIC GOAL: <u>_X_ACCESS</u>    <u>___</u> ECON DEV    <u>___</u> EFFICIENCY <u>_X_</u> RECRUIT/RETAIN</b>	
TOTAL BIENNIAL COST: \$500,000	FUNDING SOURCES: State Appropriations
FY 10 TOTAL COST: \$200,000	FY 11 TOTAL COST: \$300,000
FY 10 BASE FUNDING REQUESTED: \$200,000	FY 11 BASE FUNDING REQUESTED: \$100,000
FY 10 OTO FUNDING REQUESTED: \$0	FY 11 OTO FUNDING REQUESTED: \$0
ADDITIONAL STAFF IN FY10 (FTE): N/A	ADDITIONAL STAFF IN FY11 (FTE): N/A

**DESCRIPTION OF NEW PROPOSAL:**GOAL / STRATEGY

Fund the institutional Montana Partnering for Affordable College Tuition (MPACT) grant.

IMPLEMENTATION RESPONSIBILITY

Jed Liston, Assistant Vice President, Enrollment Services

Mick Hanson, Director, Financial Aid

IMPACT

Base funding of the MPACT grant will ensure the program's viability in the future and will perpetuate the goals of the program.

<u>Year</u>	<u># of Recipients</u>	<u>Budget</u>
2006	66	\$92,000
2007	103	\$160,000
2008	150	\$300,000

ACTION PLAN

Base fund the MPACT grant pool to current levels with modest expansion and cohort renewal in the next biennium.

**HOW SUCCESS IS MEASURED:**

Ensure continued participation of new MPACT students and develop a measurable growth in the participation rate.

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

<b>UNIT/CAMPUS: UM MISSOULA</b>	<b>UNIT PRIORITY: 3</b>
<b>NEW PROPOSAL NAME: NONRESIDENT RECRUITMENT</b>	
<b>BOARD OF REGENT STRATEGIC GOAL: __ACCESS _X_ ECON DEV __ EFFICIENCY _X_ RECRUIT/RETAIN</b>	
TOTAL BIENNIAL COST: \$780,000	FUNDING SOURCES: State Appropriations
FY 10 TOTAL COST: \$390,000	FY 11 TOTAL COST: \$390,000
FY 10 BASE FUNDING REQUESTED: \$390,000	FY 11 BASE FUNDING REQUESTED: \$0
FY 10 OTO FUNDING REQUESTED:	FY 11 OTO FUNDING REQUESTED:
ADDITIONAL STAFF IN FY10 (FTE):	ADDITIONAL STAFF IN FY11 (FTE):

## DESCRIPTION OF NEW PROPOSAL:

GOAL / STRATEGY

To increase the number of new non-resident students through expanded recruitment, yield and discounting activities.

IMPLEMENTATION RESPONSIBILITY

Jed Liston, Assistant Vice President, Enrollment Services (Recruitment Activities)

Bill Muse, Associate Vice President, Planning and Budget Office (Ongoing Analysis of Discounting Activities)

Royce Engstrom, Provost, (Faculty Yield Activities)

Ray Ford, Chief IT Officer, (Web Enhancement)

IMPACT

The strategy is designed to attract 123 additional non-resident students to UM resulting in a net tuition revenue increase of \$1,011,000

ACTION PLAN

- Implement broad-based discretionary discounting (within specific limit for overall percent discount for non-resident tuition)
- Expand prospect pool (buying more names)
  - Selectively expand into new geographic markets
  - Selectively expand pool on specific interest criteria
  - Expand pool of sophomore prospects
- Increase number of inquiries from prospect pool
  - Refine and segment marketing approaches based on prospect characteristics
  - Improve quality and quantity of first contact materials
  - Strategically enhance relationships with high school counselors
- Expand number and quality of application pool
  - Implement a call system for current UM students to call prospects
  - Increase recruitment travel to key new markets
  - Selectively include faculty in recruiting trips
- Employ strategies to improve yield (accepted to enrolled)
  - Implement incentives for faculty and academic units to effectively participate in recruitment

- Enhance University website to focus on student recruitment

HOW SUCCESS IS MEASURED:

- Incremental number of nonresident enrolled students
- Incremental (net) non-resident tuition revenue

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

<b>UNIT/CAMPUS: UM MISSOULA</b>	<b>UNIT PRIORITY: 4</b>
<b>NEW PROPOSAL NAME: ACADEMIC ENRICHMENT</b>	
<b>BOARD OF REGENT STRATEGIC GOAL: <input type="checkbox"/> ACCESS <input type="checkbox"/> ECON DEV <input checked="" type="checkbox"/> EFFICIENCY <input type="checkbox"/> X_ RECRUIT/RETAIN</b>	
TOTAL BIENNIAL COST: \$130,000	FUNDING SOURCES: State Appropriations
FY 10 TOTAL COST: \$65,000	FY 11 TOTAL COST: \$65,000
FY 10 BASE FUNDING REQUESTED: \$65,000	FY 11 BASE FUNDING REQUESTED: \$0
FY 10 OTO FUNDING REQUESTED: \$0	FY 11 OTO FUNDING REQUESTED: \$0
ADDITIONAL STAFF IN FY10 (FTE): N/A	ADDITIONAL STAFF IN FY11 (FTE): N/A

**DESCRIPTION OF NEW PROPOSAL:**

Experiential learning that occurs outside the classroom has a proven track record of enhancing recruitment, of improving graduation rates, of raising student outcomes, and of preparing students for post-baccalaureate work. This proposal seeks to increase the number of students in experiential learning and to consolidate efforts into a single Office of Academic Engagement.

Study Abroad: The program, which currently provides opportunities in 38 countries through UM Partner Exchange agreements, the International Student Exchange Program, and Faculty-Directed Study Abroad Programs, will be enhanced to increase the number of students participating from approximately 250 to 400 over the next four years. In addition, academic expectations will be solidified to ensure that all students have a rigorous and rewarding experience abroad.

Internships: Students who participate in internships, whether locally, nationally, or internationally, exhibit substantially higher retention and graduation rates than other students. A fairly large number of students now participate in some form of internship, more common in some disciplines than in others. This effort will seek to increase participation from approximately 600 students to 1,000 over the next four years. Affiliation with IE3 is one specific step.

Service Learning: Service learning deepens student understanding of an academic discipline by facilitating the integration of theory and practice and by providing an experience that develops life skills, and social ethics. The current portfolio of 35 service learning courses will be expanded upon and improved coordination of service opportunities will be implemented, with a target of enrolling 1,500 students in service-learning courses. Academic expectations will be solidified and increased in many cases.

Undergraduate Research and Creative Scholarship: UM undergraduates have made important discoveries, published peer-reviewed papers, and created significant works of art and literature. An annual on-campus conference and participation in national conferences occurs. Through an expanded Undergraduate Research Scholarship program and improved clearinghouse activities, the number of significant undergraduate research projects will be doubled, raising to 70 the number of university-funded projects.



Personnel:  
\$15,000 to increase FTE in Internship Services

Expenses:  
Study Abroad Awards: \$50,000

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

<b>UNIT/CAMPUS: UM MISSOULA</b>	<b>UNIT PRIORITY: 5</b>
<b>NEW PROPOSAL NAME: STRATEGIC RESEARCH FACULTY</b>	
<b>BOARD OF REGENT STRATEGIC GOAL: ___ACCESS ___X___ ECON DEV ___ EFFICIENCY ___ RECRUIT/RETAIN</b>	
TOTAL BIENNIAL COST: \$525,000	FUNDING SOURCES: State Appropriations
FY 10 TOTAL COST: \$175,000	FY 11 TOTAL COST: \$350,000
FY 10 BASE FUNDING REQUESTED: \$175,000	FY 11 BASE FUNDING REQUESTED: \$175,000
FY 10 OTO FUNDING REQUESTED: \$0	FY 11 OTO FUNDING REQUESTED: \$0
ADDITIONAL STAFF IN FY10 (FTE): N/A	ADDITIONAL STAFF IN FY11 (FTE): N/A

**DESCRIPTION OF NEW PROPOSAL:**

Over the past several years, grant-funded research has grown dramatically at UM. Much of this growth has been stimulated through specific grants aimed at developing new research capacity. The NSF EPSCoR program, the NIH IDEA program through its COBRE grants, and the NSF ADVANCE program are examples of infrastructure-building grants, or grants that go beyond just the direct support of research itself. One of the most important mechanisms for building research capacity is to strengthen the faculty in strategically selected programs by adding new faculty lines. Indeed, the grants mentioned above all expect and require the addition of new lines because they are grants aimed specifically at building research infrastructure. The opportunities for growth are in the biomedical sciences, the physical sciences, and the natural sciences. Continued competitiveness for large-scale federal grants will depend upon our ability to support and attract top-quality scientists.

Significant dollars are needed to fund grant-related opportunities that will come during the next three years, beginning with FY2009 (current biennium) and continuing into FY2010-2011 (the next biennium). Addressing these opportunities will require a shared approach, using funds from within the academic units, from indirect return, and from new university sources. This proposal requests \$300,000 of new university funding beginning in FY 2010 to recruit promising researchers. The specific faculty members sought include a river ecologist, a neuroscientist, and an environmental toxicologist.

**HOW SUCCESS IS MEASURED:**

An increase in federal and private research funds which enhance the economy of the State of Montana.

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

<b>UNIT/CAMPUS: UM MISSOULA</b>	<b>UNIT PRIORITY: 6</b>
<b>NEW PROPOSAL NAME: ACADEMIC IT</b>	
<b>BOARD OF REGENT STRATEGIC GOAL: <input type="checkbox"/> ACCESS <input type="checkbox"/> ECON DEV <input checked="" type="checkbox"/> EFFICIENCY <input type="checkbox"/></b> <b>RECRUIT/RETAIN</b>	
TOTAL BIENNIAL COST: \$220,000	FUNDING SOURCES: State Appropriations
FY 10 TOTAL COST: \$110,000	FY 11 TOTAL COST: \$110,000
FY 10 BASE FUNDING REQUESTED: \$110,000	FY 11 BASE FUNDING REQUESTED: \$0
FY 10 OTO FUNDING REQUESTED: \$0	FY 11 OTO FUNDING REQUESTED: \$0
ADDITIONAL STAFF IN FY10 (FTE): N/A	ADDITIONAL STAFF IN FY11 (FTE): N/A

**DESCRIPTION OF NEW PROPOSAL:**

As the use of technology in the classroom becomes more of a routine expectation of both faculty and students, and as the sophistication of technology increases, the need for dedicated classrooms and personnel who provide technology service increases. With the current model for technology on the campus being a combination of centralized and distributed support, the academic units must aid in the provision of classroom technology and related activities. Some units have successfully provided such support through grants, indirect cost allocation, or vacancy savings on an ongoing basis. Other units are not in such a position to provide stable funding for technological support. This proposal requests funds for installing, upgrading and maintaining electronic classrooms across campus.

The second aspect of this program is to provide base funding for the increasing costs of software licensing, which has not been adequately reflected in base O&M budgets of the academic units.

Software licensing and electronic classroom upgrades per year: \$110,000

**HOW SUCCESS IS MEASURED:**

The benchmark for success of this initiative will be state-of-the-art technology in the classrooms and student-centered instruction.

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

<b>UNIT/CAMPUS: UM - MISSOULA</b>	<b>UNIT PRIORITY: 7</b>
<b>NEW PROPOSAL NAME: MONTANA MUSEUM OF ART AND CULTURE</b>	
<b>BOARD OF REGENT STRATEGIC GOAL: <u>  X  </u> ACCESS    <u>    </u> ECON DEV    <u>    </u> EFFICIENCY <u>  X  </u> RECRUIT/RETAIN</b>	
TOTAL BIENNIAL COST: \$64,000	FUNDING SOURCES: State Appropriation
FY 10 TOTAL COST: \$32,000	FY 11 TOTAL COST: \$32,000
FY 10 BASE FUNDING REQUESTED: \$32,000	FY 11 BASE FUNDING REQUESTED: \$0
FY 10 OTO FUNDING REQUESTED: \$0	FY 11 OTO FUNDING REQUESTED: \$0
ADDITIONAL STAFF IN FY10 (FTE): 1.00	ADDITIONAL STAFF IN FY11 (FTE): 0

**DESCRIPTION OF NEW PROPOSAL:**

The Background section of Goal II (1) regarding workforce development from the *Montana Board of Regents 2006 – 2010 Strategic Plan* states:

**“Traditional liberal arts education must remain a foundation of the system, because the general skills it imparts are central to business innovation and individual success.”**

It is well documented that arts and cultural education creates complete human beings capable of leading successful and productive lives in a free society. Creativity, inventiveness, flexibility, self-discipline and innovation are the hallmark skills of arts training. Equal to but distinct from scientific and conceptual methods, exposure to art simultaneously speaks to the intellect, emotions, intuition, imagination, memory and physical senses.

The Montana Museum of Art & Culture offers opportunities central to this Board of Regents goal as well as that of The University of Montana-Missoula, “providing unique educational experiences through the integration of the liberal arts, graduate study, and professional training with international and interdisciplinary emphases.”

It is an expressed goal of the Museum to offer interdisciplinary programming through its mission: “To engage The University of Montana community and a diverse public in the appreciation of arts and culture through collections stewardship, exhibits, and programs that educate and enrich.” The Museum has a successful track record of in-depth interdisciplinary programs and collaborative ventures and partnerships with community organizations, schools and other UM departments, schools and units. Our Permanent Collection is the heart of our work; it is an international collection we use to offer insights into other cultures and ways of seeing. As well, our national touring exhibitions visit a variety of venues that include other museums, Native American reservations and tribal colleges, and rural communities.

**GOAL: Increase Staffing to Increase Reach of Museum's/UM's Educational Mission**

On a daily basis, the Montana Museum of Art & Culture, steward to more than 10,000 artworks and artifacts faces the challenge of operating in seven different UM locations. Our current fundraising efforts to create a new Museum building on the UM campus addresses these needs. The next most challenging

reality in accomplishing Montana Museum of Art & Culture (MMAC) goals is a staffing and equipment shortage. MMAC's staffing has remained static since 2001 while Museum exhibit and program attendance, media attention, and operational (non-state) income have increased markedly.

We are working to raise \$12 million toward a new facility from the private sector. It is not only prudent but essential that MMAC plan ahead for additional staffing and equipment to meet the demands of more space and a growing audience. MMAC will move from 1,994 square feet of gallery and gallery support space to 12,200 square feet of same. It will increase from its existing Permanent Collection and general storage space of 3,062 square feet to 7,270 square feet. It will develop from zero unshared square feet for educational programs and public events to 4,045 square feet. Concomitant staffing is critical. We have consulted with John Hilberry Museum Consulting in New York, NY to both assist with designing a new facility and in projecting ahead to necessary staffing. This strategic proposal is an incremental step in that process.

#### IMPLEMENTATION RESPONSIBILITY *(reference by title and department)*

Implementation of these strategic staffing goals will rest with the Director of the Montana Museum of Art & Culture.

#### IMPACT *(indicate how the implementation of this strategy – or lack of it – will impact the University)*

Without additional staffing at a time of growth and expansion, MMAC's current small staff will burn out. Attendance at the Museum galleries and programs has more than doubled over the past two fiscal years. We have also doubled the number of exhibitions touring nationally, increasing the need to manage these complex projects. Increased gallery tours, campus-wide art tours, special events, teacher training, docent training and resource requests all place additional demands on the museum staff to provide educational opportunities. Art Siting has also become a very demanding program in terms time and effort as new UM buildings are put in place and art is selected for them. Current reality consists of too few staff persons wearing too many hats. This must change to maintain morale and meet growing demands.

#### HOW SUCCESS IS MEASURED:

- Increased revenue
- Better able to meet the demands from all across campus for additional artworks, changing artworks and repair of artworks. This will be measured by continuing record keeping of requests and fulfillment of requests in a more efficient, timely way.
- Increases in gallery attendance.
- Increases in book, poster, etc., sales in the galleries.
- Anecdotal evidence from gallery attendees and museum constituents, volunteers, etc.

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<b>UNIT/CAMPUS: UM MISSOULA</b>	<b>UNIT PRIORITY: 8</b>
<b>NEW PROPOSAL NAME: BDCT MEDIA (BROADCAST MEDIA)</b>	
<b>BOARD OF REGENT STRATEGIC GOAL: <u>  X  </u> ACCESS   <u>  </u> ECON DEV <u>  X  </u> EFFICIENCY <u>  </u> RECRUIT/RETAIN</b>	
TOTAL BIENNIAL COST: \$120,000	FUNDING SOURCES: State Appropriations
FY 10 TOTAL COST: \$60,000	FY 11 TOTAL COST: \$60,000
FY 10 BASE FUNDING REQUESTED: \$60,000	FY 11 BASE FUNDING REQUESTED: \$0
FY 10 OTO FUNDING REQUESTED: \$0	FY 11 OTO FUNDING REQUESTED: \$0
ADDITIONAL STAFF IN FY10 (FTE): 1.0	ADDITIONAL STAFF IN FY11 (FTE): 0

**DESCRIPTION OF NEW PROPOSAL:**

**Goal:** To extend the impact of The University of Montana into the public realm through improved and expanded public broadcasting service and distance learning, and to assist the academic programs on campus to adopt and use new digital assets for communication and instruction.

**Strategy:** To accomplish these goals the BMC must invest in technical staff to design, install, maintain and use new digital communication assets, including Web-based platforms, new transmitter and interconnect facilities. The BMC technical assets mirror those used by our partner on campus – the School of Journalism’s Radio-TV Department. The technical staff of the BMC has a long-standing relationship with the RTV department, advising in maintaining and upgrading their instructional assets, including cameras, decks, non-linear editors and master control and production control switchers and intercom.

**Need:** The University of Montana has a multi-million dollar investment in broadcast and broadcast-journalism instruction technology. The expansion of the assets in the new Don Anderson Hall facility for the J-School and the continuing expansion of the BMC broadcast assets through federal grants and state bond initiatives have been accomplished without any new investment in technical support personnel. Broadcast-only operations are challenged by the onset of new distribution models, including internet and other broadband network services. To maintain its standing as a viable public service of UM, and its continuing support partnership with the School of Journalism, the BMC needs additional technical staff. While the BMC has been able to support system expansion through on-air fundraising, capital grants and targeted campaigns, these funding sources are not robust enough to support new high-cost technical staff positions. The BMC has not received a base-budget increase, other than personnel raises, since 1991.

**HOW SUCCESS IS MEASURED:**

Quantifiable success will be measured by the demonstrated ability to expand and maintain digital resources and services, including audio and video acquisition, production and broadcast /download /streaming of content. An additional assessment will be in assisting the Radio-TV Department in the challenges of digital content production and delivery.

## MONTANA UNIVERSITY SYSTEM

### 2011 BIENNIUM BUDGET PLANNING – NEW PROPOSALS (JANUARY 2008)

UNIT/CAMPUS: UM MISSOULA	UNIT PRIORITY: 9
NEW PROPOSAL NAME: IT DIRECTORY	
BOARD OF REGENT STRATEGIC GOAL: ___ACCESS ___ ECON DEV <u>X</u> EFFICIENCY ___ RECRUIT/RETAIN	
TOTAL BIENNIAL COST: \$318,000	FUNDING SOURCES: State Appropriations
FY 10 TOTAL COST: \$155,000	FY 11 TOTAL COST: \$163,000
FY 10 BASE FUNDING REQUESTED: \$155,000	FY 11 BASE FUNDING REQUESTED: \$8,000
FY 10 OTO FUNDING REQUESTED: \$0	FY 11 OTO FUNDING REQUESTED: \$0
ADDITIONAL STAFF IN FY10 (FTE): 4.0	ADDITIONAL STAFF IN FY11 (FTE): 0

#### DESCRIPTION OF NEW PROPOSAL:

During FY07 UM committed to increase staff to address critical needs related to the development and maintenance of what are known as **on-line directory services**. Directory services are implemented by a cluster of servers and software that collectively are known as a **Central Directory**. The purpose of the Central Directory is to provide systematic control over user access to a wide range of on-line resources, and over a relatively short time period this has emerged as the industry standard approach. The Central Directory is an enterprise-critical, 24 x 7 system -- once access to a resource is linked to the Directory, the Directory must be available or no one can access that resource; when enterprise critical campus applications are linked to the Directory it becomes the most important campus system. At UM a Central Directory now controls access to most Microsoft, Sun-Unix, Linux, and Mac environments, email, the Blackboard course management system, the Library's on-line system, and other applications, so it is at least enterprise-critical. Sungard/SCT reports plans to move Banner to "soon" rely on standard directory services, i.e., either in Version 8 or Version 9, so soon the Directory will rival Banner as the most critical campus system. Developing a robust Central Directory is mandatory for UM. Because this is a new enterprise critical function that enhances central management but doesn't replace any current system, it requires a commitment to new staff.

The FY07 UM commitment was to 3.0 new FTE in a Directory Services Group, which is the minimum level sufficient to support this critical 24 x 7 function, plus 1.0 new FTE in the Banner Support Group to support mandatory linkage between Banner and the Directory. Permanent funding for 1.0 FTE is committed through IT's share of on-line course fee collections. The other 3.0 FTE are funded in FY08 and FY09 with one-time money, with the understanding that permanent base funding will be provided beginning in FY10 either through the appropriate base increase in IT funding, or failing that, through an increase in the network access charge. This request is for the permanent base funding for the 3.0 FTE, to avoid the need for an increase in the network access charge to cover these personnel costs.

#### **Personnel: (Defined by category and FTE, with amount)**

4.0 new FTE were approved during Spring 2007, and all those positions have now been filled. The Directory Services Manager (Gary Trethewey) is funded from on-line course fees. The need is to for permanent funding of the remaining 3.0 -- 2 in the Directory Services Group (Roger Holtom, Reda Haddouch) plus 1 in the Banner Support Group (Ron Righter) now assigned full time to Directory support.

The total personnel cost for FY10, approximately \$255K, was estimated by taking FY08 total cost (salary plus benefits) and adding appropriate inflation. The request is to fund the FY10 cost using \$155K in new base funds, with the remainder coming from an increase of \$2/month in the network access charge. The recommendation is to provide an inflationary increase of \$8K in base funds in FY11.

**HOW SUCCESS IS MEASURED:**

On-going benchmarks for success are the extent to which access control for campus systems evolves to use the Central Directory, and the robustness of the Directory in operation. An especially important milestone will be UM's preparedness for the transition involved in modifying Banner access to utilize the Directory.



## MONTANA UNIVERSITY SYSTEM

## 2011 BIENNIUM BUDGET PLANNING – NEW PROPOSALS (JANUARY 2008)

UNIT/CAMPUS: UM-MISSOULA	UNIT PRIORITY: 10
NEW PROPOSAL NAME: IT UTILITIES	
BOARD OF REGENT STRATEGIC GOAL: ___ACCESS ___ ECON DEV <u>X</u> EFFICIENCY ___ RECRUIT/RETAIN	
TOTAL BIENNIAL COST: \$130,000	FUNDING SOURCES: State Appropriation
FY 10 TOTAL COST: \$40,000	FY 11 TOTAL COST: \$90,000
FY 10 BASE FUNDING REQUESTED: \$40,000	FY 11 BASE FUNDING REQUESTED: \$50,000
FY 10 OTO FUNDING REQUESTED: \$0	FY 11 OTO FUNDING REQUESTED: \$0
ADDITIONAL STAFF IN FY10 (FTE): 0	ADDITIONAL STAFF IN FY11 (FTE): 0

## DESCRIPTION OF NEW PROPOSAL:

IT and the Office of Budget Planning and Analysis have worked together over the last decade to control IT costs and stabilize IT funding. A key element has been to separating out those IT expenses over which UM and IT have little discretionary control – i.e. critical IT services with costs set by external vendors. This category of expenses, referred to as **IT Utilities**, now includes costs for network connectivity, support for Banner, Oracle, and other enterprise critical systems, and other similar items. IT and OBPA, in consultation with the Executive Officers, jointly manage **IT Utilities** costs in an account separated from the remainder of the IT budget. Decisions that impact these costs are made broadly, not just by IT leadership, but in return the UM commits to cover full **IT Utilities** costs separate from the rest of the IT budget.

This protocol has worked well and has added critical stability to overall IT funding but the University's ability to maintain this approach is threatened by the inherent problem that **IT Utilities** inflation far exceeds "normal" inflationary allowances. This issue is not unique to IT Utilities – a similar situation exists with health care costs and other utility costs – but it creates a systemic problem. The adoption of the special protocol for **IT Utility** has shifted the burden from the IT budget to the University, but a systemic gap exists in either case. The table below illustrates the size of the gap. It indicates that while budgeted amounts track relatively closely to actual costs, it is necessary to budget increases far in excess of "normal" inflation to achieve this result.

As noted above, annual costs have been increasing at 12% or more, leaving a sizeable annual "gap" to be filled between real costs and funding available with only a 9% annual increase.

## HOW SUCCESS IS MEASURED:

While there is little hope of a broad revision in budgeting to account for this type gap or a "deep" revision to fill in the gap that has evolved over the years, the purpose of this request is to cover the **IT Utilities** gap that will evolve in just the next biennium, to fill the gap in FY2010 and FY2011. Benchmarks for success are that available budget for **IT Utilities** more or less matches actual expenses during FY2010 and FY2011.

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

<b>UNIT/CAMPUS: UM MISSOULA</b>	<b>UNIT PRIORITY: 11</b>
<b>NEW PROPOSAL NAME: CAS GENERAL EDUCATION</b>	
<b>BOARD OF REGENT STRATEGIC GOAL: __ACCESS __ ECON DEV _X_ EFFICIENCY _X_ RECRUIT/RETAIN</b>	

TOTAL BIENNIAL COST: \$400,000	FUNDING SOURCES: State Appropriation
FY 10 TOTAL COST: \$200,000	FY 11 TOTAL COST: \$200,000
FY 10 BASE FUNDING REQUESTED: \$200,000	FY 11 BASE FUNDING REQUESTED: \$0
FY 10 OTO FUNDING REQUESTED: \$0	FY 11 OTO FUNDING REQUESTED: \$0
ADDITIONAL STAFF IN FY10 (FTE): 3.00	ADDITIONAL STAFF IN FY11 (FTE): 0

**DESCRIPTION OF NEW PROPOSAL:**GOAL / STRATEGY

The goal is to provide additional funding for the College of Arts and Sciences (CAS) to improve the academic experience of our students by enhancing the quality and excellence of our faculty members, particularly those responsible for teaching general education and specific areas such as critical languages.

The CAS has teaching obligations that have exceeded available resources in recent years by a significant amount of funding. This proposal seeks to provide a more solid funding base by using three mechanisms: 1) internal reallocation within Academic Affairs; 2) budget adjustments within CAS; and 3) infusion of new base funding. The amounts needed are approximately equal in the three categories. This proposal addresses only the new base funding.

IMPLEMENTATION RESPONSIBILITY

Royce Engstrom, Provost and Vice President for Academic Affairs (strategic decisions and general oversight)

Gerald Fetz, Dean, College of Arts and Sciences (analysis of need and implementation of operational aspects of the plan)

James R. Darcy, Office of the Provost, Director of Financial Matters (implementation and monitoring of financial aspects of the plan)

IMPACT

The strategy will move to base funding the equivalent of three to four full-time faculty members. This will allow the units to improve the quality of teaching by reducing reliance on adjunct faculty, many of whom are excellent teachers but who are unable to contribute to long-term academic planning and implementation. By stabilizing the instruction in general education courses, the learning outcomes of those courses will be predictable, consistent, and achievable to a higher degree. Likewise, our offerings

of critical languages are less than predictable because of the tenuous nature of funding from year to year. Base funding will allow the deliberate offering of those languages over a period of years so that students can plan ahead knowing what sections will be offered in the language of their choice.

#### ACTION PLAN

The Provost and the Dean will identify specific general education and language instruction within CAS which is heavily dependent upon adjunct instructors and which exhibit productivity characteristics that warrant base investment. Base funding will be added from this requested pool of money to put those instructional situations on solid financial standing.

#### HOW SUCCESS IS MEASURED:

The quality and stability of critical offerings will be enhanced.

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

<b>UNIT/CAMPUS: UM - MISSOULA</b>	<b>UNIT PRIORITY: 12</b>
<b>NEW PROPOSAL NAME: LEARNING COMMUNITIES</b>	
<b>BOARD OF REGENT STRATEGIC GOAL: __ACCESS __ ECON DEV __ EFFICIENCY _X_ RECRUIT/RETAIN</b>	
TOTAL BIENNIAL COST: \$150,000	FUNDING SOURCES: State Appropriation
FY 10 TOTAL COST: \$75,000	FY 11 TOTAL COST: \$75,000
FY 10 BASE FUNDING REQUESTED: \$75,000	FY 11 BASE FUNDING REQUESTED: 0
FY 10 OTO FUNDING REQUESTED: 0	FY 11 OTO FUNDING REQUESTED: 0
ADDITIONAL STAFF IN FY10 (FTE): 0	ADDITIONAL STAFF IN FY11 (FTE): 0

**DESCRIPTION OF NEW PROPOSAL:**GOAL / STRATEGY

This proposal is designed to create Living/Learning Communities in the residence halls to enrich the freshman years experience and improve retention.

IMPACT

Currently, The University of Montana offers only one living/ learning community. This was the inaugural year for the Davidson Honors College students. All introductory Honors classes are taught in the Knowles Hall classroom. Dean McKusick indicates this has been a very successful project. Additional living/learning centers need to be established in residence halls where groups of students who live together based on academic interests or enroll in classes targeted to first year students can meet in classrooms located within the residence halls. At other universities, living/learning communities have resulted in increased student participation in academics and help students set realistic academic and career goals. These communities tend to be very popular and often improve student engagement with the institution.

IMPLEMENTATION

Plan and design space to meet classroom/seminar activities including technology requirements. Collaboration with the Provost's Office, faculty and Residence Life Office is essential. Planning and design work would begin in January of 2008 and be completed by April 2008.

Develop and remodel space to meet classroom/seminar activities including technology requirements. Residence Life Office remodeling will begin in April 2008 and be completed by August 2008.

Plan space utilization for classes and seminar presentations including development of specific theme or academic interests or programs related to the make up of the residents of the facility. Collaboration with the Provost's Office and Registrar's Office is essential. Planning will begin January 2008 and will be reassessed at the end of each semester/academic year.

Assign space for specific usage or classes. Collaboration with the Provost's Office and the Registrar's Office is essential. Assignment of the space will be initiated for the fall semester 2008 and will be ongoing each semester thereafter.

Assess the effectiveness of the classes/seminars in achieving the goals of the strategic proposal. Assessment will be the collaborative responsibility of the faculty, Registrar, Institutional Research and the Retention Task Force. Assessment will be completed at the end of each academic year beginning with the 2008-09 academic year and will be ongoing.

Assess the physical space to determine if it meets the needs of the faculty and students and assists with the achievement of the strategic goal. Assessment will be a collaborative effort including the faculty and students using the facility, the Provost's Office and the Residence Life Office. This assessment will be completed annually beginning in August 2008 and will be ongoing.

HOW SUCCESS IS MEASURED:

#### ACCOUNTABILITY

Retention Rates – Are students who participate in living/learning communities retained at a higher rate?

Residence Halls Occupancy – Are students who participate in living/learning communities retained in University housing facilities longer?

Academic Success – Do students who participate in living/learning communities achieve greater academic success?

Student Satisfaction – Do students who participate in living/learning communities obtain a greater sense of satisfaction with their experience at The University of Montana?

Student Involvement – Are students who participate in living/learning communities more motivated? Are they more involved in student activities?

Intellectual Development – Do living/learning communities foster a greater sense of intellectual development?

Graduation Rates – Do students who participate in living/learning communities obtain a degree? Do students obtain a degree in less time?

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

<b>UNIT/CAMPUS: UM - MISSOULA</b>	<b>UNIT PRIORITY: 13</b>
<b>NEW PROPOSAL NAME: FACILITIES ACTION</b>	
<b>BOARD OF REGENT STRATEGIC GOAL: ___ACCESS ___ ECON DEV _X_ EFFICIENCY ___ RECRUIT/RETAIN</b>	
TOTAL BIENNIAL COST: \$400,000	FUNDING SOURCES: State Appropriation
FY 10 TOTAL COST: \$200,000	FY 11 TOTAL COST: \$200,000
FY 10 BASE FUNDING REQUESTED: \$200,000	FY 11 BASE FUNDING REQUESTED: 0
FY 10 OTO FUNDING REQUESTED: 0	FY 11 OTO FUNDING REQUESTED: 0
ADDITIONAL STAFF IN FY10 (FTE): 3.00	ADDITIONAL STAFF IN FY11 (FTE): 0

**DESCRIPTION OF NEW PROPOSAL:**Goal/Strategy

To maintain current infrastructure

Implementation Responsibility

Facilities Services is responsible for this initiative

Impact

While we are in the middle of the largest construction boom in the history of the university, we have not taken good care of many of our older buildings.

Action Plan

For the FY-10/ 11 biennium, create a maintenance and repair team composed of two painters and one carpenter. Their mission will be to systematically paint, replace carpet, repair windows and doors, install new white boards, and perform other general maintenance on our older buildings. These workers will be hired on a Letter of Appointment for two years, subject to renewal.

Salaries and supplies for this team are estimated at \$200,000 per year. Other Facilities Services craft workers will assist on an as needed basis.

**HOW SUCCESS IS MEASURED:**

A Facilities Condition Inventory analysis will be completed both before the project is started, and after the project is finished.

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

<b>UNIT/CAMPUS: UM - MISSOULA</b>	<b>UNIT PRIORITY: 14</b>
<b>NEW PROPOSAL NAME: ALUMNI RELATIONS</b>	
<b>BOARD OF REGENT STRATEGIC GOAL: <input type="checkbox"/> ACCESS <input type="checkbox"/> ECON DEV <input checked="" type="checkbox"/> EFFICIENCY <input type="checkbox"/></b> <b>RECRUIT/RETAIN</b>	
TOTAL BIENNIAL COST: \$56,000	FUNDING SOURCES: State Appropriation
FY 10 TOTAL COST: \$28,000	FY 11 TOTAL COST: \$28,000
FY 10 BASE FUNDING REQUESTED: \$28,000	FY 11 BASE FUNDING REQUESTED: \$0
FY 10 OTO FUNDING REQUESTED: \$0	FY 11 OTO FUNDING REQUESTED: \$0
ADDITIONAL STAFF IN FY10 (FTE): 1.00	ADDITIONAL STAFF IN FY11 (FTE): 0

**DESCRIPTION OF NEW PROPOSAL:**GOAL / STRATEGY

To provide comprehensive information technology and related services

IMPLEMENTATION RESPONSIBILITY

Crystal Wood, Alumni Records Manager, Alumni Relations Office  
Susan Cuff, Associate Director, Alumni Relations Office

IMPACT

Each year the alumni office adds 2700 new names to the database. This is in addition to the 200 daily update requests to existing records. We currently carry over 10,000 lost alumni on the system. With current staffing, we are only able to respond to the critical needs and attempt to stay current with data projects. There are long term projects which need our attention but at current staff levels they are not addressed. The longer aged data is allowed to remain incorrect, the more work it is to finally update it when we have time.

The database maintained by the alumni relations office is the same database used by academic colleges and schools and the UM Foundation. Current and accurate information on this database is imperative for these other offices to successfully reach their goals.

Although the database has grown by 17 percent in the last 5 years, we are still staffed at the same FTE level.

ACTION PLAN

- Advertise and select employee
  - Collaborative Party: UM Foundation
  - Primary Person Responsible: Crystal Wood

- Dates: July 2009
  - Hours: 20
- Train
  - Collaborative Party: UM Foundation
  - Primary Person Responsible: Crystal Wood
  - Dates: August 2009
  - Hours: 160
- Deploy employee
  - Primary Person Responsible: Crystal Wood
  - Dates: September 2009
  - Hours: 40 weekly

#### HOW SUCCESS IS MEASURED:

- Number of records updated
- Number of queries executed
- Faster response time to process updates
- Provide better support services to the academic programs and the UM Foundation
- Eliminating redundant databases held by individual campus offices, thereby reducing the risk of data theft



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

<b>UNIT/CAMPUS: UM-MISSOULA</b>	<b>UNIT PRIORITY:</b>
<b>NEW PROPOSAL NAME: COMMUNICATIVE SCIENCES AND DISORDERS</b>	
<b>BOARD OF REGENT STRATEGIC GOAL: <input type="checkbox"/> ACCESS <input type="checkbox"/> ECON DEV <input checked="" type="checkbox"/> EFFICIENCY <input checked="" type="checkbox"/> RECRUIT/RETAIN</b>	
TOTAL BIENNIAL COST: \$200,000	FUNDING SOURCES: State Appropriation
FY 10 TOTAL COST: \$100,000	FY 11 TOTAL COST: \$100,000
FY 10 BASE FUNDING REQUESTED: \$0	FY 11 BASE FUNDING REQUESTED: \$0
FY 10 OTO FUNDING REQUESTED: \$100,000	FY 11 OTO FUNDING REQUESTED: \$100,000
ADDITIONAL STAFF IN FY10 (FTE):	ADDITIONAL STAFF IN FY11 (FTE):

## DESCRIPTION OF NEW PROPOSAL:

GOAL / STRATEGY

To acquire OTO funding to transition the new bachelor's and master's degree programs in Communicative Sciences and Disorders. This funding would follow \$700,000 in OTO funding for the 2008-09 biennium, and it will further Board of Regents goals I and II by:

**Goal I (1) & (3)** Addressing the “core mission of public higher education – to provide access to a quality postsecondary education for our citizens.” (BOR strategic plan) As these two programs are unduplicated in the state, base support will provide a stable, and affordable, opportunity for students to remain in state and acquire both the admission requirements for the first professional master's degree, and the master's degree itself.

**Goal II (1)** Preparation of aides (bachelor's graduates) and certified professionals (master's graduates) will provide a skilled workforce to address the extreme shortage of professionals in this discipline – both nationally and in the state of Montana.

**Goal II (2)** Basic and applied research by program faculty, disseminated nationally and beyond, will serve to shape the future of communication therapies.

IMPLEMENTATION RESPONSIBILITY

Roberta Evans,  
Sharon Dinkel Uhlig

Dean School of Education, School of Education  
Associate Dean, School of Education

IMPACT

Approval of this request will protect the overall health of all academic offerings on The University of Montana-Missoula campus. Prior to the approval of the CSD program, Montana was one of only three states with no academic CSD/SLP program. As a result, Montana faces a critical shortage of both aides and certified speech-language pathologists. This program, over time, will serve to alleviate this extreme workforce shortage. This has major implications for addressing mandated services for students in schools and provision of speech-language pathologists to augment the healthcare workforce.

## ACTION PLAN

### FY 08

- Hire Department Chair and Administrative Assistant (accomplished)
- Develop undergraduate curriculum (Department Chair/currently in approval process)
- Hire remaining three Ph.D. faculty (Department Chair/initiated – to fill by spring, 2008)
- Recruit undergraduate students (Department Chair & Pre-Education Advisor/initiated and ongoing)
- Develop “bridging”/pre-requisite courses & delivery methods (Department Chair/initiated and ongoing)

### FY 09

- Enroll first bachelor’s students (Department Chair)
- Hire two M.S. clinical instructors (Department Chair/hire by spring 2009)
- Oversee remodeling of clinical facility and purchase requisite equipment (Department Chair/initiate summer 2008)
- Apply for American Speech and Hearing Association (ASHA) candidacy status (Department Chair)
- Develop master’s degree curriculum (Department Chair & faculty/initiate & submit fall, 2008)
- Recruit and select master’s degree students (Department Chair, faculty, Administrative Assistant/initiated now with increasing focus fall, 2008)

### With Transition Funding for 2010/2011 Biennium

- Enroll first master’s degree students (Department Chair/fall 2010)
- Prepare completed application for ASHA accreditation (Department Chair, faculty/beginning summer 2010)

Revenue generated from program participation	1,040,794
Program costs	1,114,000
OTO funding request (2010/2011)	200,000

### HOW SUCCESS IS MEASURED:

The bachelor’s degree program will enroll approximately 20 to 30 students fall 2008. At full capacity 50-60 undergraduate students are expected, with a first graduating class of 15-20 students expected spring, 2012.

The master’s degree program will enroll between 15 and 20 students fall 2009. Twenty students is the expected capacity of the graduate program, and the first cohort group is expected to graduate in the spring of 2011.

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

<b>UNIT/CAMPUS: UM MISSOULA</b>	<b>UNIT PRIORITY:</b>
<b>NEW PROPOSAL NAME: CURRICULAR ALIGNMENT WITH K-12</b>	
<b>BOARD OF REGENT STRATEGIC GOAL: <input checked="" type="checkbox"/> X_ACCESS    <input type="checkbox"/> ECON DEV    <input type="checkbox"/> EFFICIENCY <input checked="" type="checkbox"/> X_RECRUIT/RETAIN</b>	
TOTAL BIENNIAL COST: \$380,000	FUNDING SOURCES: State Appropriation
FY 10 TOTAL COST: \$185,000	FY 11 TOTAL COST: \$195,000
FY 10 BASE FUNDING REQUESTED: \$0	FY 11 BASE FUNDING REQUESTED: \$0
FY 10 OTO FUNDING REQUESTED: \$185,000	FY 11 OTO FUNDING REQUESTED: \$195,000
ADDITIONAL STAFF IN FY10 (FTE):	ADDITIONAL STAFF IN FY11 (FTE):

**DESCRIPTION OF NEW PROPOSAL:**

A high level of concern exists at the national level and within Montana that an unacceptably large number of students coming out of high school are not adequately prepared for college-level work, particularly in the areas of Mathematics and English. The recent discussion within the Board of Regents and in the Governor's office about "developmental" work, in which approximately 37% of students entering UM need to enroll, indicates that a high priority must be placed on improving the transition. One of the most important aspects of the transition is the alignment of the curriculum to meet the admissions criteria set by the Board of Regents and necessary to succeed in college (BOR Policy 301.15; 16; 17; 18). This proposal has UM taking a lead role in the Regental approach to transferability.

The work will occur within the context of a cohort of a dozen P-12 schools that are interested in working with UM on the transferability initiative. The cohort model takes into account the difficulty of working on a statewide scale, which has proven to be troublesome due to the complexity of the P-12 system and the competing interests that exist within the state. The intent with the cohort model is to succeed first on a manageable scale, then scale up the model to a larger set of schools.

The Task Force will include representatives from twelve P-12 systems in the state based on a letter of invitation from the President. In addition to the twelve P-12 members, six members from the University will be selected from the School of Education, the College of Arts and Sciences, and the College of Technology, to give the Task Force a total of twenty members. The Task Force may call upon whatever resource people are required. The Task Force will be charged specifically with 1) developing more specific learning outcomes and measures of a high school college preparatory curriculum in the areas of English and Mathematics that will prepare students for college readiness; 2) creating in-class assessment tools that assure that students are adequately prepared for college; 3) designing a communications program that effectively speaks to pre-high school students, their parents, teachers and counselors about preparing for college.

**HOW SUCCESS IS MEASURED:**

The primary benchmarks will be two-fold: 1) a significant decrease in the number of students requiring "development" work upon entering UM; and 2) increased freshman to sophomore retention.

**Expenses: (Defined by category and amount)**

UM Faculty release time @ 1 course per semester for 6 individuals (math, English, math ed, English ed, COT math, COT English) based on average salary of \$60,000 X 1/6:

**\$60,000**

K-12 Teacher substitute pay and 1 month summer salary for 12 individuals, based on \$300 per day per substitute for 9 days and \$40,000 annual salary:

**\$85,000**

One Graduate Assistant in SOE, assistantship plus tuition and fees:

**\$20,000**

Travel to include monthly trips to Missoula estimated @ \$100 per K-12 participant times 10 trips each year:

**\$12,000**

Consultant fees, one per year:

**\$ 3,000**

O&M support

**\$ 5,000**

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

<b>UNIT/CAMPUS: UM MISSOULA</b>	<b>UNIT PRIORITY:</b>
<b>NEW PROPOSAL NAME: RESEARCH FACULTY STARTUPS</b>	
<b>BOARD OF REGENT STRATEGIC GOAL: __ACCESS X__ ECON DEV __EFFICIENCY __</b> <b>RECRUIT/RETAIN</b>	
TOTAL BIENNIAL COST: \$300,000	FUNDING SOURCES: State Appropriation
FY 10 TOTAL COST: \$0	FY 11 TOTAL COST: \$300,000
FY 10 BASE FUNDING REQUESTED: \$0	FY 11 BASE FUNDING REQUESTED: \$0
FY 10 OTO FUNDING REQUESTED: \$0	FY 11 OTO FUNDING REQUESTED: \$300,000
ADDITIONAL STAFF IN FY10 (FTE): 0	ADDITIONAL STAFF IN FY11 (FTE): 0

**DESCRIPTION OF NEW PROPOSAL:**

Over the past several years, grant-funded research has grown dramatically at UM. Much of this growth has been stimulated through specific grants aimed at developing new research capacity. The NSF EPSCoR program, the NIH IDEA program through its COBRE grants, and the NSF ADVANCE program are examples of infrastructure-building grants, or grants that go beyond just the direct support of research itself. One of the most important mechanisms for building research capacity is to strengthen the faculty of strategically selected programs by adding new faculty lines. Indeed, the grants mentioned above all expect and require the addition of new lines. The University has formally committed to adding and supporting a number of faculty lines through written correspondence at the time of grant submission in many cases, and consequently has significant outstanding obligations. Accountability to funding agencies requires the University to meet those obligations.

Significant dollars are needed to fund grant-related position commitments that will come during the next three years, beginning with FY2009 (current biennium) and continuing into FY2010-2011 (the next biennium). Addressing these obligations and opportunities will require a shared approach, using funds from within the units, from indirect return, and from new university sources. This proposal requests \$300,000 of new university funding beginning in FY 2011, which represents approximately one-third of the obligation.

**HOW SUCCESS IS MEASURED:**

An increase in federal and private research funds which enhance the economy of the State of Montana.

