



## Minutes

### Montana Board of Regents

Montana State University – Great Falls College of Technology  
July 8-9, 2008

**Tuesday, July 8, 2008**

#### FULL BOARD MEETING

a. Roll Call, Approval of Minutes, Welcome and Introductions

Regents Steve Barrett, Clayton Christian, Lynn Hamilton, Lila Taylor, Todd Buchanan, and Mitch Jessen were present. Regent Pease was excused. *Exofficio* members Commissioner of Higher Education Sheila M. Stearns and Superintendent of Public Instruction Linda McCulloch were present. *Exofficio* member Governor Brian Schweitzer was present for a portion of the meeting.

Regent Barrett moved approval of May 20, 2008 and May 28-30, 2008 minutes. Motion passed 6-0.

b. Board Committee Assignments

Regent Barrett announced the members of the Board of Regents committees. The membership is as follows:

Academic and Student Affairs Committee:

Regent Lynn Hamilton, Chair  
Regent Janine Pease  
Regent Todd Buchanan  
Regent Mitch Jessen

Administrative, Budget and Audit Oversight Committee

Regent Stephen Barrett, Chair  
Regent Clayton Christian  
Regent Lila Taylor

Staff and Compensation Committee

Regent Clayton Christian, Chair  
Regent Stephen Barrett  
Regent Todd Buchanan  
Regent Mitch Jessen

Workforce, Research and Economic Development Committee

Regent Lila Taylor, Chair  
Regent Lynn Hamilton  
Regent Janine Pease

c. Process & Timeline for Board Self-Evaluation

Commissioner Stearns explained the process and the importance of the self-review, which will occur September 11-12, 2008, and is a requirement for the accreditation of the campuses.

Superintendent of Public Instruction Linda McCulloch gave a report of documents on quality education and Indian Education for All and discussed the initiatives on Indian Student Achievement.

## **REPORTS & INFORMATION**

a. Commissioner's Report

Professor Betsy Bach, UM-Missoula, will be the liaison for the UM campuses for the common course numbering project. Commissioner Stearns requested MSU to also appoint a liaison for the MSU campuses for the project.

The Legislative Auditor's Office has recommended that an audit not be performed on the Agriculture Experiment Station as previously requested by the Agriculture Task Force.

Particular focuses for the MUS are on two-year education, access, affordability, and developing data.

b. Student Regent Welcome and Comments

c. Two-Year Education Presentation

Deputy Commissioner Mary Moe, OCHE, explained the diverse five-pronged mission of two-year education. She noted that it was difficult to decide which colleges should be part of this presentation because all Montana's colleges and universities except MSU offer two-year degrees. However, there is a difference between a two-year college and a four-year college that offers two-year degrees. Two-year educational facilities are focused on serving their regions, rather than the state; and emphasize access, rather than selectivity. They accept a full range of students, even those unprepared for college, as part of their mission. Student learning, rather than the advancement and dissemination of knowledge, is the central focus. Dr. Moe explained a document "Quick Facts" containing background information on each of the two-year colleges affiliated with the Montana University System.

President Joe McDonald, Salish-Kootenai College, spoke on the profiles of the tribal colleges in Montana. All of the Tribal Colleges have expanded their campuses and programs, with course offerings to meet the needs of the community. About 3,000 students attend tribal colleges in Montana. The tribal colleges want to work closely with the MUS on the transfer of courses.

Dean Daniel Bingham, UM-Helena COT, spoke on the importance of workforce preparation mission of two-year colleges, which relates to the MUS strategic goal to increase overall educational attainment, the development of high-value jobs and improved efficiency and effectiveness. The workforce preparation goals are to train a new workforce and retrain the existing workforce, such as upgrading skills.

President Jane Karas, Flathead Valley Community College, addressed transfer degrees, dual credit, tech prep, and four-year degrees on two-year campuses. The A.A.S. courses and degrees are not designed for transfer, but for entry into the workforce. The A.A., A.S., and general education transfer core courses and programs are designed for transfer. For that reason, all two-year campuses are participating in the MUS transfer initiative. The two-year campuses provide strong student support, counseling services, financial advising, transfer counseling, and individualized attention focused on student success. In Montana, the COT's and community colleges have partnerships with the four-year campuses, and several four-year campuses bring their programs to the two-year college campus.

President Stefani Hicswa, Miles Community College, spoke on the importance of developmental education, adult basic education, and GED completion in two-year education. She referred to two-year education as the open-door to higher education, with opportunity for all as part of their mission. Some of the best practices of developmental education are personalized pre-enrollment activities, required orientation, no late registration, mandatory assessment and placement, enforced prerequisites, peer and faculty mentors, required literacy activities in all courses, and the recruitment and training of faculty devoted to developmental courses. Adult Basic Education is provided through three venues in Montana – through the community colleges, through the school districts without co-located community colleges, and through a hybrid model where the school district locates its ABE program at a college of technology.

Dean John Cech, MSU-Billings COT, spoke on the mission of community economic and cultural development. He said the two-year institutions have moved beyond the traditional education and have moved to partnerships instead. He spoke on the decline in the projected workforce in Montana. Mr. Cech gave examples of partnerships in numerous communities throughout Montana. Supporting new industry is a major part of what they do. Providing continuing education, cultural events, and community events is also important.

Deputy Commissioner Moe stressed that she is charged with developing and implementing a strategic plan to increase enrollments in Montana's two-year colleges, which are less than half of what the national average is. Some of the challenges ahead include the need for more data, the image of two-year colleges in Montana, how to market and how to ensure equity across the system. Another complexity is that Montana is not designing the two-year program from scratch, but rather, is re-designing a system that is fairly involved. The MUS campuses are integrated fiscally, so they need to choose the options carefully.

Regent Barrett asked President McDonald to explain the structure of the tribal governance and how they relate to the tribal colleges. President McDonald explained

that the tribal governments appoint the tribal colleges' boards, and then allow the boards to take control of the college. The tribal colleges meet the same criteria as other two-year colleges with the Northwest Accreditation Association for accreditation.

Public Comment:

- David Werner, Missoula, written testimony attached.
- Victoria Clark, Bitterroot Valley Community College effort.

d. Science and Mathematics Teacher Initiative

President George Dennison, UM-Missoula, explained a discussion paper written by the National Association of State Universities and Land-Grant Colleges (NASULGC) addressing the nation's critical need for science and mathematics teachers. The NASULGC paper recommends serious commitment to the preparation, recruitment, development and compensation of science and mathematics teachers. He explained that Montana needs to develop a steering committee to obtain the data to find out exactly what the need is in Montana, including benchmarks and professional development for teachers, to ensure that Montana will have the needed teachers for the future.

Commissioner Stearns told the group the MUS needed to work with K-12 on this and to begin by creating a task force. She recommended full support from the regents on this effort.

Regent Taylor stated this initiative was of critical importance in providing the continuing education to rural Montana.

Superintendent Linda McCulloch explained that the 2007 legislative session provided the Office of Public Instruction (OPI) funding for curriculum specialists. Superintendent McCulloch offered the expertise and assistance of their mathematics and science curriculum specialists for this effort.

e. Campus Update Reports

## **BOARD DISCUSSION & ACTION**

a. Temporary Authorization for MSU-Bozeman to Award Existing Two-Year Degrees ITEM 140-101-R0708

Deputy Commissioner Mary Moe explained this proposal was a result of a request by the regents at the May 2008 BOR meeting. MSU-Great Falls COT had come to the conclusion that the two-year education in Bozeman was drawing funding resources away from the Great Falls COT. MSU-Bozeman recognized the value of providing the two-year education in Bozeman and wanted to assume the responsibility for two-year education in Bozeman. Because OCHE, the Board of Regents, and the legislature currently engaged in discussions on how to structure the two-year college system more effectively, a permanent authorization would be premature. Therefore, Deputy Commissioner Moe made the following recommendations:

- Authorize MSU to assume the responsibility for the current two-year education programming in Bozeman.
- Discontinue admitting future students until the remainder of the issues have been resolved.
- OCHE work with the regents, Montana's two-year colleges, governor's office and the legislature to set the parameters for two-year colleges and programming for a long-term proposal for delivering the two-year education mission in Bozeman.

Provost David Dooley commented that MSU-Bozeman is supportive of this item. This item would allow MSU-Bozeman to continue serving the needs of the students, while the Board of Regents develop guidance on two-year education in Montana.

Regent Christian asked about the long-term solution for two-year education in Bozeman. What necessitates the need for any change if this allows for the same staff and process to continue?

Dr. Moe responded the reasons are that unless MSU-Great Falls has MSU-Bozeman underwrite the program, then MSU-Great Falls would still be looking at the same debts. She added that MSU-Great Falls' decision was to phase out of the program in Bozeman; this temporary solution made it possible to delay the decision as to whether two-year education would continue there or not after the phase-out period.

Interim Dean Joe Schaffer clarified the deficit is more on the side of the human resources and the students. Taking one institution and placing it into another institution is the difficulty.

Regent Christian stressed the importance of doing this properly.

Dr. Dooley said the current system of doing this seamlessly comes at a huge human cost from both institutions, especially from MSU-Great Falls COT. This recommendation would allow the students in the Bozeman area to continue receiving services, while MSU-Great Falls can stop providing the services, and to allow MSU-Bozeman to provide the services for the students in their own community. This would maintain the momentum of the two-year education in the Gallatin Valley. This is the most seamless method or continuing to provide the two-year education.

Discussion followed on the following points:

- Lack of data in the proposal
- Fundamental foundational documents that had guided BOR policies in the past
- Not the intent or mission of MSU-Bozeman to provide two-year education
- The effect of this on the management of the other campuses
- The obligation to the students already enrolled
- OCHE and BOR need to determine the best solution of two-year education in Gallatin Valley
- Mission drift to be balanced with responsiveness to the needs within the community
- The effects of this arrangement on financial aid packages
- Need to look at the tuition structure for this in the future

- Could this be implemented without altering the restructuring of the campuses
- The MSU-Bozeman students aren't really paying any extra charges because they are paying the MSU rate that they expect to pay anyway

Regent Hamilton said she had looked at some MSU-Bozeman planning documents recently, which did not mention or address developing two-year programs. The MSU Five-Year Outlook document did not address this either, yet it did address being more specific in accepting students.

Provost Dooley responded this year's Five-Year Vision documents did not mention 2-year education, but former Five-Year Vision documents did address two-year education as a partnership effort with MSU-Great Falls. Until recently, they continued to view it as a partnership program. Because of the changes now with MSU-Great Falls COT, they need to take a different approach.

Regent Hamilton asked if their strategic plan includes this two-year education plan. Provost Dooley responded, no, they chose to not include this in their public planning documents before it had been approved by the BOR, because they thought it would be presumptuous to include it prior to the BOR's approval.

Regent Hamilton reminded the board that they would be out of compliance with BOR policy if they approved this request since it was not included in the MSU-Bozeman Strategic Plan.

Regent Hamilton asked if this would be sustainable if Great Falls COT received the full tuition for those students in the course at the 3-credit level. Deputy Commissioner Moe responded that MSU-Great Falls COT is reimbursed by MSU-Bozeman at the COT tuition cost for each course. Out of that, MSU-Great Falls pays a rebate to the students to allow for the same cost of the tuition differential.

The board agreed to consider this item the following morning. Regent Barrett requested a change in the language in the final paragraph to clarify this would be a temporary solution.

#### b. MSU Proposal for Two-Year Education in Abu Dhabi

Provost Dooley explained two significant updates, (1) the signing of the interim agreement, between MSU-Bozeman and the United Arab Emirates Academy (UAE), and (2) the MSU usage of an outside consultant from Florida with expertise in two-year education. If this arrangement progresses, Abu Dhabi may expect MSU-Bozeman to act expeditiously, which could possibly require a special Board of Regents meeting to address it.

Regent Hamilton requested MSU provide input from MSU Faculty Senate and the faculty of departments that would be delivering the programs if this proposal goes further. She wants to know concerns and questions of faculty.

Regent Buchanan stated he wanted to know the benefit of impact for Montana students. Regent Buchanan also said he doesn't want to be rushed into making a decision on this

and, therefore, requested a dialog prior to making a decision.

Dr. Moe expressed the concerns about two-year education raised by the proposal. She would like more specific information on the “advanced associate degrees” and how those fit into the requirement for AAS, AS, and AA degree designs. She also had concerns about duplication of the on-line and parallel courses already offered by the MUS.

Dr. Dooley responded these would be degrees that would be designed with the partners to meet their specific needs. MSU’s expectation was that these would be degrees from MSU–Bozeman and not from Abu Dhabi.

b. Replace Artificial Turf in Washington grizzly Stadium ITEM 140-1006-R0708

President Dennison explained the present turf did not last as long as originally promised and UM-Missoula reached an agreement with the company that originally provided the turf. The current cost was \$350,000, whereas the cost in three years would be over \$700,000.

Regent Taylor moved approval of item c. Motion passed 6-0.

c. Strategic Plan Annual Update

Tyler Trevor, OCHE, explained the strategic plan is continually being updated. He stated recommendations for updating the plan consist of:

1. Changing the year on the document to recognize the current year
2. Incorporating new goals and measures approved by PEPB in the Shared Policy Goals and
3. Creating tri-fold flyers in preparation for the upcoming legislative session to better communicate Montana University System priorities related to the plan.

Governor Schweitzer emphasized the importance of distance learning and transferability of credits in Montana and asked for an update of our progress in each of these areas.

d. UM Campuses – Planning Issues/Challenges

President Dennison addressed the following:

- Access, both threshold access (how do we get them in) and participation access (student success).
- Efforts on smaller campuses to get the students through college to completion.
- Affordability. Keeping tuition low was one method and the other was providing assistance to those in need. Targeted financial aid gets people to think about going to a campus other than the four year campuses, especially for the first two years.
- Efficiency and effectiveness. The Education Network connectivity is the only way to be able to connect to the schools throughout the state.
- Maintaining the quality of people necessary to maintain the facilities and

- programs.
- Salaries.

Regent Buchanan requested additional information regarding on-line education in the Montana University System. He wants to elevate on-line education on the list of priorities and wants to put more effort and financial resources into the areas the board lists as priorities.

Regent Hamilton requested the board get updated information about what connectivity is needed in the high schools and campuses in order to receive and deliver on-line courses and what would be needed in order to be on the cutting edge of this.

e. MSU Campuses – Planning Issues/Challenges

Provost Dooley addressed the following:

- MSU’s long range development plan.
- Planning leading up to the legislative session. He added that the campuses need to reach agreement on the initiatives.
- Compensation for both faculty and staff.
- Initiative on doctoral education is equally important because they are the ones that create the “new employers.”
- The Healthcare Workforce Development Initiative, including the possible extension of the WWAMI program.

Regent Buchanan stated concern for the fact that MSU forecasted declining enrollment, while requesting increased compensation and additional buildings and facilities. He supported the graduate programs at all of our campuses.

Provost Dooley responded that the campuses look at whether they need temporary space or permanent space and have entered into agreements for long-term leases in cases where they don’t need permanent space.

President Dennison stated UM had given a lot of attention to how to make their campuses energy-efficient, stressing that the older buildings are not as energy-efficient as the new buildings are. He added that it would be necessary to do an energy audit to address this.

## **Consent Agenda**

### Staff Items

- a. OCHE Staff Item ITEM 140-100-R0708
- b. UM-Missoula, ITEM 140-1000-R0708
- c. MSU-Bozeman, ITEM 140-2000-R0708
- d. MSU-Billings, ITEM 140-2700-R0708
- e. MSU-Northern, ITEM 140-2800-R0708
- f. Professor Emeritus of Arts and Sciences: Donald E. Kieley; UM-Missoula ITEM 140-1003-R0708

- g. Professor Emeritus of Arts and Humanities: Richard Walton; UM-Missoula ITEM 140-1004-R0708
- h. Professor Emeritus of Arts and Humanities: Kenneth Lockridge; UM-Missoula ITEM 140-1005-R0708
- i. Professor Emeritus of Psychology: David S. Carter; MT Tech of UM ITEM 140-1501-R0708
- j. Professor Emeritus of General Engineering: Leroy L. Friel, Ph.D., P.E.; MT Tech of UM ITEM 140-1502-R0708
- k. Professor Emeritus of Geological Engineering: Mark A. Sholes; MT Tech of UM ITEM 140-1503-R0708
- l. Professor Emeritus of Mathematics: Virginia (Ginger) Tolvonen; MT Tech of UM ITEM 140-1504-R0708
- m. Professor Emeritus of Electrical and Computer Engineering: James N. Peterson; MSU-Bozeman ITEM 140-2001-R0708
- n. Professor Emeritus of Animal and Range Sciences: Carl Wambolt; MSU-Bozeman ITEM 140-2002-R0708

#### Administrative/Budget Items

- a. Expend Student Equipment Fees; MSU-Bozeman ITEM 140-2003-0708
- b. Authorization to Accept the Donation of Real Property; UM-Missoula Helena COT ITEM 140-1901-R0708

Regent Christian moved approval of all consent items: Staff items a – n and Administrative/Budget Items a-b. Motion passed 6-0.

Executive Session (President George Dennison Evaluation), Dean's Conference Room

Joint Dinner Meeting with MHESAC Board and Regents

#### **Wednesday, July 9, 2008**

Meeting reconvened at 8:00 A.M.

Regents Barrett, Christian, Hamilton, Taylor, Buchanan and Jessen were present. Regent Pease was excused. *Exofficio* members Commissioner Sheila M. Stearns and Superintendent Linda McCulloch were present. Pat Wise represented *Exofficio* member Governor Schweitzer.

The regents began the meeting with consideration of the revisions of Temporary Authorization for MSU-Bozeman to Award Existing Two-Year Degrees ITEM 140-101-R0708. The primary revision in the document was the addition of a sunset of 2010.

Provost Dooley stated these students were students currently dealing with two separate institutions. The students were in a situation where they continually had to deal with two separate institutions.

Dr. Moe explained that this would be a seamless transition for the employees, who would become MSU-Bozeman employees during this transition and were subject to collective bargaining. A provision in the document clarified that at the sunset, the employees would be nonrenewed employees.

Regent Hamilton expressed serious concern over the proposal. She noted that just as with individuals, talents, assets, and resources are not always distributed evenly, and one must make do with what one has. She stated this did not fit in with MSU-Bozeman's mission and encouraged MSU-Bozeman to work through some of the problems they had encountered in this partnership with MSU – Great Falls. She said it appeared that MSU-Bozeman had not made a significant investment in the program so far. Rather than add to MSU's mission on a temporary basis, she would prefer that MSU work with MSU-Great Falls to continue what MSU-Great Falls had been doing for the next two years while the BOR determined what they were going to do with two-year education in the future.

Regent Jessen stated he supported doing what was best for the students.

Regent Barrett told the group that the primary concern needed to be how this affected the students.

Regent Barrett moved for approval of the revised document. Motion failed 3-3, with Regents Hamilton, Taylor and Buchanan voting no.

## **PLANNING SESSION**

### **Regents' Roundtable**

Regent Barrett told the group he had asked Associate Commissioner Trevor to look into options for holding the Board of Regents meetings in an electronic format for some of the meetings, which would allow some participants to not have to travel to the meetings if they only needed to be there for a small portion of the meeting.

Mr. Trevor explained that the challenge for the Making Opportunity Affordable challenge was defining "coordinated" and "system" with respect to two-year education. One possible solution would be to have an integrated information system, which would link the data and process. Having the Banner program for all the campuses would allow the MUS to coordinate the data.

Regent Barrett clarified the context of the conversation was two-year institutions and that most of the two-year institutions currently had partial access to Banner, while the community colleges do not have access to Banner yet. This would involve providing new hardware and software for the community colleges to provide access to the Banner program.

Mr. Trevor stressed the need and importance of the integrated system. Some of the institutions are outside the data warehouse, while some of the students are within the data warehouse. In order to develop more information on "Your Guide" it would need a

centralized and integrated system. Producing data without the centralized and integrated system is labor intensive, requiring constant vigilance and oversight to keep the information current.

Dr. Moe added that the integrated data system involved data, and process, but also “product.” The most important thing may not be the courses, but the assistance and infrastructure underneath.

President Hicswa said SAS had a program to quickly maintain and manage data throughout the system, which could possibly be a solution for the interim.

Regent Barrett asked the group how to approach the two-year mission and how it is structured.

Provost Royce Engstrom, UM-Missoula, explained his past experience of coming from the South Dakota Higher Education System, which had a very separate two-year system from the four-year system. Montana, on the other hand, has a strongly integrated two-year and four-year system, which was appealing to him. The message he received from the faculty at UM-COT was the desire to be more integrated with the four-year system. The COT faculty are now part of the UM faculty senate and have a high level of structural integration.

He had been working jointly with the four-year campus and the COT on:

1. Student success and retention plan
2. Integrated admissions, development of classes and the retention plan
3. On-line course delivery
4. Hamilton Higher Education Center
5. Shared student services, including the library, bookstore and registrar

These integrations were more advantageous to students and were more seamless for students. He explained that the Missoula COT is more integrated on a daily basis, while the Helena COT operates more autonomously academically. He stated that a student who entered the Missoula COT takes their courses at the COT and see themselves as a Missoula COT student. Students at the Helena COT see themselves at a COT student. UM-Helena COT does have an arrangement with programs at MT Tech, which provided for a seamless transition.

President Dennison added that students at the Missoula COT cannot take courses at the main campus until they have completed the application process, as any other student would, and have to be admitted.

Deputy Commissioner Moe stated that the embedded and autonomous COT's both awarded two-year degrees, with the exception of MSU-Bozeman. She clarified that the issue is whether the BOR should recognize that all the four-year institutions award the two-year degrees. When looking at the “Quick Facts” document, all the units have parts of the five-prong mission, but the COT's award overwhelmingly workforce degrees. The community colleges are more focused on transfer degrees.

Regent Barrett said the goal was to create students that were prepared for more than

just the workforce. He said the MUS needed to get more students into the two-year institutions and asked how the two-year system in Montana could reorganize in relation to the embedded COT's. He said the change was more of a culture change of connectivity.

Regent Christian cautioned the group to be careful about not changing the embedded structure of the two-year institutions.

Tyler Trevor said the BOR needed to be extremely careful economically of separating the embedded COT's from the four-year units.

Dean Bingham said there is a benefit of being a stand-alone unit while having the economic advantages of having a connection to UM. The responsibility and infrastructure that UM-Helena has to have is very different from the embedded COT's. It is not a benefit on the business side of services. He pointed out that the stand-alone units are more heavily involved in independently working with their communities.

President Dennison said part of the mission of the UM campus is to serve the community of Missoula. The mission of the stand-alone two-year unit is the same – they need to serve their community. If they don't do that, then they would be replaced. If you are going to separate the COT's from the four-year campuses, then they would have to be accredited independently.

Dr. Moe said it is difficult to market and promote two-year education in Montana because it is multi-faceted.

Provost Engstrom said it is also difficult to market and promote four-year education with a single true statement because of the diversity of the campuses.

Regent Taylor said she is more concerned about the students. The outcome for the students should be the primary consideration.

Regent Buchanan said the system should determine what the two-year direction needs to be. He said the MUS needs to shift the effort to more transfer programs. He wants the board to give direction of what it would take to have a more coordinated approach.

Dean Schaffer said the community college student is a different demographic student. They look for the flexibility approach. The MUS needs to realize that the majority of those students taking the on-line courses already live in the community, so this provides another opportunity to have flexible and affordable education.

Dean Barry Goode, UM-Missoula COT, said the functions of the two-year colleges have changed, but the culture has not changed. The two-year colleges are not perceived as "higher education." Most of the school counselors have the cultural viewpoint that the good students should attend the four-year units and the other students can go to the COT's. There is a definite challenge of public perception, but there is also an internal challenge of some of the faculty at UM. As a result of working closely with deans at the four-year campus, the perception is improving. The culture of the COT's needs to change more with the high school teachers and counselors. While the culture will

change, how to move the change more quickly is a challenge. Traditionally, the COT's have been more workforce oriented. Because of the financial differences in the cost of the COT's compared to the four-year campuses, they need to be the campus of first choice for many students. The COT's are the portal to higher education.

Regent Barrett agreed a cultural change needs to take place. The question is how to change the culture and change the perception of the public.

Dean Goode said they need a new facelift and a new name.

Regent Christian said the change in facilities helps to change the public perception.

Regent Buchanan said the bigger picture should be to identify the successes. Don't diminish the workforce preparation, but put more emphasis on the transfer aspect.

Regent Barrett said the perception of the COT's will be enhanced by the CEO's speaking more strongly about the importance of the two-year units.

Regent Buchanan said the cultural shift is not something that will happen quickly, but that as students move successfully through the system, that will speak more strongly to the public perception. Need to focus on attracting the transfer students and to help elevate the interest and focus in affordable, accessible attendance in the community colleges.

President Hicswa respectfully disagreed with Regent Buchanan. The cultural change is already happening. The hiring the Deputy Commissioner of Two-Year Education has already played a large role. She emphasized the importance of the name given to units or positions.

Chancellor Sexton, MSU-Billings, noted that, to increase enrollment in the two-year units, you need to get the tuition cost lowered to a degree that draws more attention to the students. The board needs to make an investment in terms of faculty, equipment and facilities. In order to do that, you have to give the leaders of those institutions the ability to attract and retain the faculty needed. When looking at the system, multiple entry points are important. Going into debt is not the way to convince first generation college attendees that it is a good investment and is affordable.

Dean Bingham also stated that the fastest growing area in the Helena COT is the transfer aspect. Part of that is because of dual enrollment.

Regent Hamilton asked how to reach the adult students, such as the adults changing careers and needing training. As a system, how do we make two-year education more visible for those students?

Regent Barrett wants the Board of Regents to develop some goals.

Commissioner Stearns said it is important not to create change without results. Rather, the MUS needs to create transformation. This Board of Regents is in a position to create transformation due to the circumstances of several years left on their terms as

regents. OCHE has worked on the MOA Academy and Montana is highly likely to get the \$150,000 grant. The Montana proposal for the MOA should include portions from the issues addressed today. The commissioner said she expected the BOR to direct OCHE to develop an action plan, with pieces from today's conversation. A national advisor advised caution about taking the current system and just changing it around a bit. Equity needs to be addressed. We need to form a group to work on this. The Commissioner pledged to work quickly on this plan. What would the integrated portal look like? What would the MUS need to do to make transfer truly compelling? The MOA Initiative is a useful vehicle to move ahead: propose plan or pieces of the plan to share with campus leaders at the August 12 Campus Leaders Meeting, the MOA by September 5, and the legislative committee by September 4.

Regent Barrett requested OCHE to do what Sheila recommended.

Deputy Commissioner Moe reminded the group of the importance of comparing apples to apples. Part of our plan needs to be better, more specific data about what is working and why. We need to have long term goals or else people will not believe you, but also need to have short-term goals to work on now. She stressed ways in which the MUS would work more closely with the high schools to help the students be more successful when they enter higher education. Other successful programs say the reason they are successful is because they pay attention to the needs of their students. She stressed the importance of making the developmental courses available on-line and the need for a commonly accepted general education transferable core.

To Do List:

- Enterprise Resource Planning
- Integrated electronic portal
- Perception and reality of community colleges
- September PEPB presentation
- September MOA Submission

Executive Session: Personnel Evaluations (Commissioner Stearns), Dean's Conference Room

Meeting adjourned at 11:10 AM for executive session.

**Posted on**

**Approved by the Board of Regents on**

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(Date)

\_\_\_\_\_  
(Date)

\_\_\_\_\_  
Sheila M. Stearns  
Commissioner of Higher Education  
and Secretary to the Board of Regents

\_\_\_\_\_  
Stephen Barrett  
Chair, Board of Regents