



## MINUTES

### Montana Board of Regents Montana State University-Bozeman November 19-20, 2009

**Thursday, November 19, 2009**

The meeting was called to order at 8:30 AM.

Roll call indicated a quorum present.

Regents present: Regent Stephen Barrett, Chair, Regent Clay Christian, Vice Chair, and Regents Lila Taylor, Lynn Hamilton, Janine Pease, Todd Buchanan, and Robert Barnosky. Commissioner of Higher Education Sheila Stearns, *ex-officio*, was present. Superintendent of Public Instruction Denise Juneau, *ex officio*, was represented by Joyce Silverthorne. Governor Brian Schweitzer, *ex officio*, was represented by Dan Villa.

Regent Clay Christian moved approval of the September 23-25, 2009 meeting and the October 30, 2009 conference call meeting minutes. Motion passed 7-0.

President Geoff Gamble, MSU-Bozeman, introduced the incoming President of MSU-Bozeman, Dr. Waded Cruzado, who will become the 12<sup>th</sup> president of MSU-Bozeman. Dr. Cruzado stated that she was impressed by the outstanding legacy of President Gamble and she is looking forward to her future work at MSU-Bozeman.

President Gamble spoke to the board about his upcoming retirement, his service to MSU-Bozeman, the outstanding faculty, staff and students who he calls his reward for working in the MUS. He said the priority at the MSU campus is supporting student success.

Chancellor Frank Gilmore distributed a document with clarification on the HPER Facilities Phase II Project, Item 144-1504-R090 that was presented at the September 2009 Board of Regents meeting. He clarified that the new student fee will sunset at the end of the 15-year payback period.

#### **Comments by Chairman Steve Barrett**

Chairman Steve Barrett announced that Rob Thomas, professor of geology at UM-Western, has been selected as a 2009 national Professor of the Year, which is an incredible honor for university educators. Professor Thomas was selected because of his teaching strategies that actively engage their undergraduate student in hands-on research. Professor Thomas was also one of the original people involved in the Experience 1 program at UM-Western.

Chairman Barrett said the Regents Reform Workgroup is an ongoing project that will involve changes as it goes along. He explained that the Western Governors University



(WGU), were cited recently for their reform and reinvention efforts. WGU has been proven successful, is a competency based institution, and offers online courses and support services that help students acquire and demonstrate competencies required to complete classes and degrees. He said if Montana is going to create pathways for lifelong learning, then we need to find pathways for lifelong learning, to educate more adult students.

## **General Reports**

- OCHE
- Regents Workgroup Update
- Campus Reports
- Other

Commissioner Sheila Stearns commented about some themes in the campus reports, which included: accountability, talent, innovation, outreach, and sense of community, accreditation, and validation of quality on the campuses. Commissioner Stearns recognized Dr. Rob Thomas, UM-Western, who is receiving a prestigious national award for outstanding professor of the year and added that many other professors in the system will be getting other awards throughout the coming year.

Commissioner Stearns said Montana Guaranteed Student Loan Program (MGSLP) and the Office of the Commissioner of Higher Education (OCHE) recently appeared before the Legislative Audit Committee and that the audit committee had no recommendations for either group, and congratulated us on the progress made. She reported that progress had been made on the recommendations from a previous audit. Commissioner Stearns recognized Senator Bob Hawks, who was present at the meeting, for his service to higher education and his work on the legislative Education and Local Government Committee.

Commissioner Stearns commended the successful outcome of the MSU-Presidential search committee that was chaired by Regent Christian.

Commissioner Stearns informed the board that the student health insurance component made it into the federal health reform bill.

President Dennison recognized the outstanding, long-term service of Umberto Benedetti who recently passed away.

## **Fall 2009 Enrollment Report**

Associate Commissioner Tyler Trevor presented the fall 2009 enrollment update. He reported an enrollment increase across the country, with Montana experiencing a 6.5% increase over the 15<sup>th</sup> day count in 2008, as compared to a 1.5% increase a year ago. He compared growth by institutional type, residency, level, and the four and two-year sectors. The increases have set enrollment records at the institutions.

Regent Todd Buchanan requested information on the number of adult learners if the data is available.



## IT Strategic Directions

Associate Commissioner Trevor reminded the board that information technology (IT) touches most of the policy decisions and is included in components of the strategic plan. In order to meet the three primary goals included in the Board of Regents' Strategic Plan of access/affordability, economic development, efficiency/effectiveness, informational technology strategic directions will need to occur.

### 1. Enterprise Information Systems

Associate Commissioner Trevor told the board that how the Montana University System (MUS) information systems affect how we operate as a system. He stressed that a coherent enterprise information system is the vehicle to having consistent operations. Associate Commissioner Trevor said the monumental task of aligning enterprise information will make it possible to have course sharing and realizing efficiencies. He added that by taking incremental steps, the MUS can utilize a single instance of administrative information software that is housed and managed by the main campus on each side of the system, with the potential for including the community colleges.

### 2. Network Connectivity

Associate Commissioner Trevor explained the MUS needs to continue to develop and improve an education network that provides high speed telecommunication capabilities that link MUS institutions to remote areas of Montana. He added this will provide connectivity to national research and education networks. Mr. Trevor showed examples of the fiber paths that will strive to connect the institutions. He said it is important for the MUS to own a high speed network, with oversight and the ability to connect to campuses throughout the MUS. He said the MUS also has a project proposal with Miles Community College and Dawson Community College and that it is essential they connect to the Northern Tier for connection.

### 3. Data Warehousing

Associate Commissioner Trevor told the board it is very important to keep system data updated, correct and maintained. Creating a solid data warehouse is an ongoing process that does require resources to sustain. He said, through data warehousing, the MUS needs to continue collecting and reporting official enrollment data while developing linkages with K-12, workforce data, and producing and monitoring the MUS operating budget. Mr. Trevor added that these initiatives are very pertinent to the work of the regents' workgroup.

Regent Buchanan told the board the regents have a responsibility to elevate the Integrated Information System and to direct the MUS to go forth with these initiatives.

Governor Brian Schweitzer attended this portion of the meeting and made the following recognitions:

- Dr. Rob Thomas, UM-Western, for being the recipient of the National Professor of the Year Award. He said Professor Thomas embraced innovation and new



ways of doing business

- Dr. Waded Cruzado as the next president of MSU-Bozeman
- Regent Christian as chairing the successful MSU-Bozeman presidential search committee
- Regent Buchanan as leading the regents reform workgroup and looking at possible innovative solutions.

Governor Schweitzer spoke to the board about the difficult economic times and big challenges that lie ahead. He said the MUS needs to deliver affordable programs and to remember that innovation isn't necessarily raising prices and changing programs. He encouraged the board to deliver more for less and for the universities to continue their quest on research.

## **Presentation by and Discussion with SunGard**

*Presentation on Integrated Information System*

Sue Rich, SunGard Higher Education Account Executive, introduced the SunGard members present and explained the potential for collaboration.

Dan Frasier, Regional Vice President, said SunGard has a long history of working with the MUS. The vast majority of MUS-affiliated campuses have used versions of the software and continue to evolve with SunGard over time. He said SunGard is looking forward to helping with some of the technology initiatives.

Bruce Lyman, Senior Vice President of SunGard in North America, explained trends in the market and ways in which SunGard can contribute to this collaborative effort, including providing the software, services and strategic consulting.

Ms. Rich gave a presentation on what happens when starting this project for an integrated system, what an integrated system includes, and what the benefits will be to Montana. Ms. Rich said SunGard representatives met with staff at Dawson Community College and Miles Community College to determine the needs at the campuses. She explained that Dawson Community College has a high need for an integrated system because their current system is 20 years old. Dawson also has a serious need for automation to provide better services to students, faculty and staff. Mr. Rich said staff at Dawson are currently manually entering all information to provide basic functions and services of the campus.

Ms. Rich said Miles Community College has well-defined business processes in the student area, but has a financial system that needs to be replaced within two years and "silos" of information that are underutilized because of having to manually pull the information each time they use it, thus resulting in a great deal of duplication. She explained that with an integrated system, there is one source of information for each student, including financial aid information.

Ms. Rich said some benefits of the SunGard integrated system include: increased productivity; automation of current manual processes; data entered in one place; consistent and accurate data; accurate financial and financial aid processing; improved access for students; and more time to focus on additional services for students, faculty



and the community.

Benefits of integration to the MUS include the ability to leverage technology and other resources across Montana; alignment of business practices; and consistent data for state reporting.

President Jim Cargill told the board Dawson Community College is looking forward to participating in the Integrated Information System.

President Hicswa said Miles Community College appreciates working with SunGard and will make a decision on whether to participate at the next trustees meeting.

### **Administrative, Budget and Audit Oversight Committee**

#### **INFORMATION**

##### **a. Campus Funding Reduction Presentations**

#### **MSU Presentation**

President Gamble explained that the MSU campuses began looking at reductions when they realized there was an expected shortfall in the next biennium. He gave a presentation on the Preliminary Budget Reduction Management Plan, which included tuition mitigation funds and budget reductions by specific categories, such as program areas.

He said this is a continuing process focused on identifying reallocations and reinvestments that will better position the university in future years. He said the campuses will make adjustments as necessary as the process proceeds. President Gamble said if there are any further reductions, the campuses may need to look at: FTE reductions; increased workload for faculty and staff; increased class size; and some limitations on access. He acknowledged this may result in less ability to deliver the full range of services to students. President Gamble said instead of backfilling, the campuses are looking at innovative and creative ways to achieve some of the goals of the regents' workgroup committee.

President Gamble requested said MSU-Great Falls College of Technology is proposing an expansion of the cap presently included in the designated reserve account policy. A \$600,000 cap is suggested.

President Gamble said other possible solutions may include: future tuition increases, increased flexibility in the mission of the university, change in the business policies, possibility of furloughs for all employees, and reduction of employer insurance contributions for part time employees. He added that the MSU campuses are committed to the Integrated Information System.

#### **UM Presentation**



President Dennison said some strategies require approval of the regents and some require addressing during labor negotiations. He said the UM campuses are very intent on carrying through to do what they need to do. President Dennison said the UM campus proposals have attempted to protect academic quality, the current workforce and the student experience, but reminded the board that all sectors will be impacted. He indicated that while much of the funding is in personnel, they are trying to maintain the personnel to the extent possible. He told the board the UM has far more students than currently have been budgeted for. President Dennison explained that expense reductions could include: vacancy management, increased faculty workload, reduced overtime/extra pay, various operational reductions, reduced travel, and reduced cell phone usage. He stated that UM will have a committee to decide which proposal will have the least impact on the students. Each campus has a reserve budget, which will be used. President Dennison said the campuses will provide additional incentives for students to take additional credits and to graduate on time. He stated that at some point, there needs to be a reallocation of the state appropriation for higher education since there has not been a change to the allocation of the lump sum funding by the state, which has created a large problem on the UM campuses. He stressed that this level of state contribution cannot continue without interrupting the quality of education. President Dennison projected that the campuses will need at least a 1.5% increase in tuition.

President Dennison said some significant impacts will be: larger class sizes, less personal interaction, more difficult for students to graduate on time, may affect recruitment and retention, and lowered morale. He said increases in enrollment show an increased demand for services. President Dennison stressed that investment in human resources is critically needed in order to remain competitive. He reminded the board that Montana already spends less per student than almost all other states.

Chancellor Ron Sexton said MSU-Billings is seeing the transition in the developmental role of the colleges of technologies to a community college-regional mission.

Dean Joe Schaffer said that while they have had an increase in enrollment, it would not be prudent to expand the campus at this time, only to have to reduce the faculty in later years if funding isn't increased.

Regent Lynn Hamilton referenced President Dennison's comment on educating students on the margin and asked if a possible solution may be to not enroll as many students at the two research-intensive universities, especially since there is excess capacity at some of the other campuses. She recommended that the two research universities should not be seeing as much enrollment growth as they currently are, increase admission requirements for the universities in Bozeman and Missoula, and motivate more Montana students to attend the other campuses.

President Dennison replied that it does make sense to consider whether the admission standards are where they should be for all the campuses, not just UM –Missoula and MSU-Bozeman. He proposed looking at a 2<sup>nd</sup> kind of access, participation access, to address how the MUS can assure when the students arrive, they are adequately prepared and ready for college-level material.



Regent Pease said the retention rate goal has improved in recent years. She recommended looking more at ways to enhance revenue.

President Jane Karas said Flathead Valley Community College currently has a significant enrollment increase, but they do not expect to see this level of increase in future years.

Regent Robert Barnosky expressed concern of planning for the legislature to not provide more funding, planning on having less funding for students, cutting faculty, and increasing tuition. He cautioned the board that it seems as though they are planning for failure and for an inferior quality of education. He said this mindset will significantly affect the quality of education for the students.

Regent Christian said at some point it will be necessary to address present law adjustments that the State of Montana needs to adequately fund the system and preserve quality education. He reminded the board that the top priority is to provide quality education. Regent Christian said it is prudent for this to be an ongoing discussion of how the MUS is going to use the OTO funding as base. He said there is a lot of uncertainty regarding what is going to happen with funding. He said there is more than one way to address a budget situation and the MUS has a lot of work ahead to pull together a final budget.

Chairman Barrett cautioned the regents to not let the fact that the campuses have gone forward with identifying savings to accept those as the only solution to the upcoming budget shortfall. He said the MUS still needs to identify other changes to mitigate some of the reductions. He stressed it is the regents' responsibility to not accept the reductions without looking at further funding enhancements.

Dan Villa, Governors Office, said the Governor's Office has been looking at revenue enhancements that are different and that they will be looking to the regents' workgroup for guidance in preparing the executive budget.

### Public Comment:

Senator Bob Hawks, SD 33, said it is appropriate to discuss this funding shortfall far in advance, which will create a better understanding in the legislature of what the impacts are as a result of these discussions. He urged continued discussions on this topic.

Marco Farro, MEA-MFT cautioned the board to avoid panic. He said enrollment growth shows interest in and investment in higher education and by discussing this early, it may be possible to come up with investment solutions.

Doug Coffin, UM-Montana Faculty Association, said the faculty included in the budget reductions process on the campus. He said the regents need to be careful about increased workloads for faculty.

Kathy Crego, MT Public Employees Association, encouraged the board to take a proactive approach, not focusing on cuts and reductions, and to also include the campus staff in the process of exploring resolutions.



Nancy Hinman, UM Faculty Senate, suggested the current economic situation may be an opportunity to invest in faculty and in possible recruitment nationally.

Commissioner Stearns clarified that vacancy savings referenced in the legislature applies to staff and that faculty positions are exempt from that requirement.

b. SAF/MHESAC Update

Jolene Selby, Senior Vice President and Chief Financial Officer of Student Assistance Foundation (SAF) said Montana Higher Education Student Assistance Corporation (MHESAC) and its lending partners had adequate funding for the 2009-2010 academic year. She said financing in this fiscal year is beginning to cash flow and added there is a consistent bond market that has allowed them to work through this time. Ms. Selby told the board MHESAC did sustain a loss for a two-month period of time. She said SAF is creating a wholly owned for-profit subsidiary, TRU Student, Inc. Ms. Selby reported that all the audits and reviews resulted in clean opinions.

Kelly Chapman, Vice President of Foundation Activities told the board that public benefits programs focus on financial needs that students may have as they go forward and the programs are strongly affiliated throughout the state. She said they do not expect to see a big change in their public outreach activities in the next two years and the industry moves toward direct loans. Ms. Chapman said they will continue to support Montana College Access Network (MCAN), Foster Care Camp, and College Goal Sunday. She added that they are looking at options of how to reach the students and the financial aid officers on the campuses as they believe they will need more assistance as the movement toward direct student loan lending occurs. It is anticipated that success by TRU Student will increase funding available for such programs in the future.

Commissioner Stearns asked if SAF is optimistic that the campus assistance offices will stay open. Ms. Chapman replied they optimistic in the near future, but beyond the next two years, however, their functions may need to change.

Commissioner Stearns told the board that her office will keep the board informed as the campuses and system adapts to the future lending environment.

c. Governor's Best and Brightest Scholarship Program Academic Year 2008-2009 Report

Bruce Marks, Director of Montana Guaranteed Student Loan Program (MGSLP), said this is the 4<sup>th</sup> year of the Governor's Best and Brightest Scholarship Program. Director Marks highlighted that the scholarship program awarded 9,996 scholarships, just over \$2.5 million in scholarships, with over 260 of those going to community colleges. He added that the majority of dependent students are receiving merit scholarships.

Dan Villa said the governor's office is trying to increase the funds toward backfilling the shortfall of funding for the Governor's Best and Brightest Scholarship Program.



## MONTANA UNIVERSITY SYSTEM

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Chancellor Frank Gilmore, MT Tech, provided clarification information on the HPER Facilities Phase II Project, as requested by the regents, and stated that the fees will sunset in 15 years, which was the intent originally, but had not been put in writing.

President Dennison informed the regents about an intercap loan UM-Missoula has to build the health and information exchange network, in which they are collaborating with Kalispell Regional Hospital and Burlington Northern Santa Fe. He explained that UM's part is coming through possible grant funding they hope to receive, getting those grants and putting that funding toward the network as match funding for a grant Kalispell Regional Hospital received. He told the board that UM has a problem, however, with cash flow. The money does not come before the money is needed. Therefore, Burlington Northern has agreed to provide the loans if they need the money prior to \$500,000, which involves a revolving loan fund. There was no further discussion.

### **ACTION**

- a. Maintenance on Parking, Streets and Access Facilities; MSU-Bozeman ITEM 145-2005-R1109

President Gamble said this item included two requests, an extension of existing authority of \$2,000,000 and, as well as an increase in spending authority to a total of \$2,500,000.

Chairman Barrett asked if the cost has increased that much to warrant the need for additional funding. President Gamble replied, yes, and said the additional portion is for the students.

- b. Lease Land to Richland County; MSU-Agricultural Experiment Station ITEM 145-2301-R1109

President Gamble explained this is in collaboration with the Richland County Extension Service. Regent Barrett commended this type of collaboration.

- c. Authorization for 5<sup>th</sup>-6<sup>th</sup> Street/Arthur Avenue Intersection Improvements; UM-Missoula ITEM 145-1001-R1109

President Dennison said this was a Special Improvement District (SID) arrangement that will stop the traffic going into the UM-Missoula campus. He stressed that the major reason for this change is because they had a faculty member killed at that spot and this is a safety issue. President Dennison said the city of Missoula, the Montana Department of Transportation and UM-Missoula all contributed funding toward this collaborative project. He clarified that the source of revenue will be general university funds.

- d. Authorization to Replace Elevators I Residence Halls; UM-Missoula ITEM 145-1002-R1109

President Dennison said funds for this project will come from repairs and renovation funds.



- e. Extend Excess Capacity Tuition Rate; MSU-Northern ITEM 145-2803-R1109

Chancellor Frank Trocki explained this is an attempt at innovation with Medicine Hat College in Alberta, Canada. He said the primary purpose of the collaboration is to allow students to take the first year at MSU-Northern for the English language component, then go on to other universities. Chancellor Trocki said MSU-Northern has excess capacity and this could be revenue enhancement, increase in auxiliary funds, and an increase in student fees received. He said beyond the increase in tuition received, this is an opportunity for Havre to become more diverse in the students attending MSU-Northern.

#### **CONSENT**

- a. New Policy 940.15 Institutional Nursing Incentive Program; OCHE ITEM 145-102-R1109 Supporting Material
- b. Revise Policy 940.12.1 Tuition and Fee Approval; Disclosure of Total Cost of Attendance; OCHE ITEM 145-103-R1109
- c. Montana Motorcycle Safety Advisory Committee; MSU Northern ITEM 145-2801-R1109
- d. Authorization to Begin Planning Renovation at Dining Services Facilities in Lommasson Center; UM-Missoula ITEM 145-1003-R1109
- e. Student Equipment Fee Allocation; MSU-Billings ITEM 145-2703-R1109

#### **Workforce Development and Two-Year Education Committee**

#### **INFORMATION**

Deputy Commissioner Mary Moe formally expressed condolences to the family of Dennis Lerum and gratitude for his legacy in two-year education in Montana. In a memorial statement entered into the record without objection by the Board, Deputy Commissioner Moe said Mr. Lerum led the UM-Missoula College of Technology for more than 30 years and did so with utmost integrity, vision and dedication.

- a. Bitterroot College Programs Report – Victoria Clark, Interim Director

Provost Royce Engstrom explained that providing higher education in the Bitterroot Valley went from the Hamilton Higher Education Center model to the Bitterroot College Program through the UM-Missoula. He introduced Victoria Clark, interim director of the Bitterroot College Program.

Victoria Clark, interim director, told the board they are trying to determine the best way to bring higher education courses to serve the citizens of the Bitterroot Valley. She said this is being accomplished through collaboration between the community of Bitterroot



and UM-Missoula. The program started with six classes and will have thirteen for-credit courses in the spring 2010 semester. Ms. Clark said the program has 45 students enrolled for spring 2010. The program will be moving to a permanent location for the spring 2010 semester, with leased space shared with the local job service office and the Ravalli County Economic Development Association. Ms. Clark said she is developing a delivery model which provides sustainable and responsive adult services and higher education opportunities to Ravalli County residents. She commended UM-Missoula for providing extensive support, expertise and guidance.

Commissioner Stearns commended the Ravalli County community for the considerable accomplishments to date.

Chairman Barrett said the proposed Bitterroot CC was a difficult decision and he is very pleased to see the progress made on this project.

Regent Christian added that this project is being done without any specific budget line items, and by UM-Missoula stepping up to extend opportunities to the Bitterroot Valley.

Regent Taylor expressed appreciation for the progress made and the collaboration of the Bitterroot College Program, UM-Missoula and OCHE to make this happen.

### b. MOA Update

Deputy Commissioner Moe provided documents as update in packets given to the regents. She told the board the commissioner's office will still go forth with many of the initiatives included in the MOA grant application whether or not they are granted MOA funding. She said the Lumina Foundation will soon make the decision on what states will get funding from the MOA grant. Deputy Commissioner Moe pointed out that the adult learners' portion is crucial for Montana and this is the area where it is imperative to receive the MOA funding to achieve the level of progress needed.

Deputy Commissioner Moe said she recently met with the two-year chief academic officers in a very productive meeting. They discussed how to approach curriculum alignment of the academic foundations in A.A.S. degree programs, identification of a focused "regents transfer core," and the high school to college transition portion of the MOA. She has also been working closely with Joyce Silverthorne, OPI, on high school to college transitions.

President Stefani Hicswa said Miles Community College has governance concerns on this issue. Deputy Commissioner Moe responded that what will be done with these programs has already been in policy for several years, so that will not affect the governance. She said Policy 301.12, which addresses undergraduate degree requirements, associate degrees and certificates of applied science, was approved without any discussion. Deputy Commissioner Moe added that this is a continuation of the same process for compliance with a policy that has been in place since the legislative transfer audit.

Deputy Commissioner Moe addressed the academic foundations issue that is at the heart of the remaining provision of Policy 301.12. She told the board it is critical to



advise Montana high school students in a consistent way so that students in one region can enroll in a two-year college in another region well-prepared and with the same opportunities. She noted that particularly in eastern Montana, traditional students come from across the state.

Deputy Commissioner Moe said strategy three of the MOA addresses the need to improve technology infrastructure to expand access and increase efficiency. She said this will involve the development of the Virtual Community College, with MSU-Bozeman providing the key piece of managing the technological portion of the MT Virtual Community College. [UM is the host campus for the secondary education Montana Virtual Academy] She said the courses are already on-line but the challenge is to integrate the information systems of the MSU campuses for a seamless functionality for students.

Regent Buchanan approved the components of the MOA proposal and said this is important for reform in the MUS.

President Hicswa said the community colleges are supportive of reform and the concept of involvement in the efficiencies of the two-year system in Montana. She said the community college trustees approve the courses and the regents approve the programs. She expressed concern that the two-year transfer core component could limit transferability.

#### c. Model Nursing Update

Deputy Commissioner Moe said she and Deputy Commissioner Moore held a meeting with the nursing program directors at which they discussed the nursing model curriculum. As noted in the report attached to the agenda, there were some concerns about the current math requirements on whether it is the correct math needed for the industry. Also, the issue of transferring in a different math course must be addressed. Deputy Commissioner Moe requested guidance and comments from the Board of Regents.

Regent Hamilton asked if there is still a problem recruiting LPN nurses into the hospital and clinic settings. Deputy Commissioner Moe replied that she asked the nursing directors that question and the nursing directors did not have the information on that yet. She has requested that an evaluation of the model nursing curriculum begin, and completion, licensure, and placement rates would be important components of the evaluation.

### **ACTION**

Repeal Policy 404.1 Indirect Cost Allowance; Carl Perkins Projects; OCHE ITEM 145-101-R1109

Deputy Commissioner Moe recommended removing the action item on indirect costs for Carl Perkins grants from the agenda. She explained that the item needs further review by OCHE. The item will be revised and re-submitted at the January 2010 Board of Regents meeting.



**INFORMATION**

- d. Request to Assume Responsibility for Two-Year Programs in the Gallatin Valley; MSU Bozeman

Deputy Commissioner Moe explained that this item will be heard the following day for the purpose of public comment from community members that will be available for testimony the following day.

**Academic and Student Affairs Committee**

**CONSENT**

- a. Level I memorandum
- b. Name "The Phyllis J. Washington College of Education and Human Sciences"; UM-Missoula ITEM 145-1004-R1109

President Dennison explained that UM-Missoula was requesting this item because of the contributions of Phyllis Washington. The campus announced this at an earlier date but needed final approval from the regents.

**INFORMATION**

- a. P-20 Electronic Transcript Pilot Project – Final Report - Royce Engstrom, Provost, UM

Provost Royce Engstrom presented the final report on this pilot program to design and execute electronic transcripts which began a year ago. He explained the project included two objectives: to examine the efficacy information on K-12 students as they transition into higher education; and to use that information and data to determine student success. Provost Engstrom said this involved a three phase investigation. Phase 1 involved entering the student data into the K-12 districts' systems and using that data. He said this portion worked well and with few problems encountered. Provost Engstrom said the second phase was to move that data from K-12 to higher education, including between different higher education centers within Montana, and then institutions outside Montana. Provost Engstrom said Phase 3 involved the ability to use that data to correlate to identifying students' preparedness and success in college. He told the board that during this part of the project of extracting data and analysis, they discovered some important things. Provost Engstrom said this part of the project encountered many problems and he, therefore, recommended there needs to be some basic recommendations, standardization and requirements regarding the K-12 software systems used in the various districts for this phase to be successful. He added that the translation piece is what is missing and that is a major hurdle that needs to be overcome. Provost Engstrom reminded the board that electronic transcripts are critical in order for Montana to move forward as a state. He added that these tools are important for preparing the students and recommended pursuing this. He said this pilot



project involved extensive collaboration between UM-Missoula, campuses, OCHE, OPI, K-12, and the National Transcript Center.

Associate Commissioner Trevor explained that this project is basically the road map for developing a P-20 database. He told the board they will be using this data for a grant submission by the Office of Public Instruction (OPI) to create an electronic transcript repository, in which the campuses would pull the data, advisors would use that information to recommend college courses students need to take for their career choice and the data would then go back to Dept of Labor. Associate Commissioner Trevor stressed that this project is instrumental for the sharing of data.

Regent Hamilton asked how this national transcript project compares to the Florida data system where their data is already aligned. Associate Commissioner Trevor responded that Florida has all their data, K-12 – 20, in one data system. He said this would make it possible to do analysis on particular schools, full statewide analysis and course codes.

Chairman Barrett asked about the Level 1 Memorandum, noting that on page 17 of the memorandum, it indicates MSU is developing a leadership fellows certificate. He asked what this certificate is and why the campus is doing it.

Provost Joe Fedoch explained this is a combination of specific course work that individual students take combined with other experiential elements with a certificate awarded at the completion. He said this is primarily geared towards those students who seek to build upon their academic programs through a structured leadership program that is academically based, has a broad focus, but is not affiliated with any particular college at the campus.

Chairman Barrett asked if there are any additional incremental costs to the University for providing this. Provost Fedoch responded that there is a director of the leadership institute which has some costs associated with that role, but that the courses are already offered.

Deputy Commissioner Moore explained that policy 303.1, allows campuses to implement certificates of 30 credits or fewer without approval by the BOR, but requires the campuses to report those certificates.

b. UM-Missoula, Institutional Assessment Report – 2009

Vice President of UM-Missoula Student Affairs, Teresa Branch, explained that this project initially began by developing an institutional assessment plan, which was intended as a way of moving away from the silo approach. She said this report links strategic planning with the budget cycles. The goal is to produce this report annually.

Commissioner Stearns said faculty raised the issue of quality this morning when meeting with the regents. She said both the faculty and the students have concerns on quality. Commissioner Stearns told the board they needed to review previous board decisions and definitions regarding academic and institutional quality.



Bill Muse, UM-Missoula Vice President of Planning and Budget, said assessment is about accountability and couples with resources and quality in achieving the mission of the campus. He said UM-Missoula is doing this form of assessment in the context of the university and in a way in which this will drive decision making. Historically, information gathered was not linked in a useful manner to help inform those involved in the budgeting and planning process. Vice President Muse distributed the executive summary and told the board the entire report will be available on UM website.

Arlene Walkers-Andrews, Associate Provost, called attention to areas selected for assessment according to the UM and Board of Regents strategic plans. She explained these were grouped into categories of undergraduate, graduate, research, and enrollment and she assured the regents that UM-Missoula is reporting the results as they are and not just highlights.

Vice President Muse talked about the campus is looking at enrollment management, institutional efficiency and effectiveness and are intent on producing data from available information as they proceed. He added that this report will be more useful as they gather additional data. Vice President Muse stressed that enrollment does not cover just number of students enrolled and UM is striving to get to the point where they are managing their enrollment in a manner to best achieve the mission of the institution. He told the board the need this information to affect decision making based on what is and is not working. This report will also be evidence for how efficiently and effectively they are using the resources available to them as an institution. He said they will continue to look at what portion of resources are utilized for what function and will be creating benchmarks for different disciplines. Vice President Muse requested feedback from the regents on how to make this a more useful instrument for the university and for the board.

Regent Hamilton said she had concerns about productivity regarding graduate education and asked about the timelines for graduate degree completions. Provost Engstrom replied that most master's programs are generally completed closely to two years, whereas most professional doctorate programs are based on specific timelines and PhD programs depend on individual students and initiative by those students.

Provost Engstrom told the board that this form of Institutional Assessment Report is already being used by many higher education systems throughout the country, and added that currently, it is not applicable for two-year institutions yet, but that is being worked on nationally.

Provost Engstrom said he anticipates that information from this report will be used for the president in creating his State of the University address to the campus.

- c. Annual College Readiness Report

This report will be presented in the K-College section on Friday.

- d. Diversity Reports



Deputy Commissioner Moore explained that the diversity reports are on the web site and encouraged the regents to look at the reports which demonstrate true commitment by the campuses of all the cultural diversity activities on the campuses. She said the collaboration and partnership between the MUS and Tribal colleges is working well and needs to continue.

e. Program Review

Deputy Commissioner Moore explained she distributed a new concise form for the campuses to use for the program review and MT Tech used the model and format impeccably to make the readability for the regents easier. She said additional information is available on the full reviews if the board is interested.

Chairman Barrett responded that this is important information to help the board make decisions on program approvals. He noted that MT Tech followed the new simplified format and that MSU-Bozeman needs some improvement in how they filled out the forms. He strongly requested that MSU-Billings re-do their program review in the simplified manner, rather than submitting the report with over 200 pages as they did. Chairman Barrett stated that MS-Billings needs to submit the program review back to the regents in December and a decision will be made for the MSU-Billings campus at a later meeting.

Chairman Barrett requested clarification on why MT Tech's information on majors and graduates indicates they have 50 majors, yet so few graduates in some of the majors, sometimes with as few as three or four graduates.

Provost Doug Abbot replied that in some majors, some of their students begin in the major at MT Tech, but then transfer to another institution for degree completion instead of graduating from MT Tech. Provost Abbot added that he is not satisfied with that relationship, but it is the reality of what is happening.

Chairman Barrett said something is not right with this scenario. Provost Abbot responded that MT Tech has encouraged the students to at least start at MT Tech for two years, then to transfer to another institution after the first two years. Regent Barrett stressed that MT Tech needs to address this issue.

Associate Commissioner Trevor told the board that part of this is data interpretation.

Regent Buchanan reminded the group that graduation outcome is one of the matrixes with performance based funding. He requested additional information and for this to be looked into.

Regent Barrett also requested that MT Tech look at the metallurgical program because their program review report shows no students graduating from it.

Regent Hamilton said one of the challenges in the program review process is how to quantify program quality and productivity, yet at the same time give guidance to the



campuses in how to do things differently. She said campuses can realize efficiencies in programs that are packaged differently, yet still produce the graduation rates outcome.

Chairman Barrett said he is trying to understand the process better, but that he is not sure if there is a useful and good process for removing programs.

Deputy Commissioner Moore said this becomes more of a concern when looking at budget pressure issues. She explained that the campuses do have processes where they do remove programs. She said this is what she calls an internal quality approval, but added that the question is does it meet the needs of the regents. Deputy Commissioner Moore stated this is not a side-by-side comparison which shows information for the board to decide which programs need to be removed. She said it is important for the campuses to do their own removal processes first. Deputy Commissioner Moore said that when looking at quality, if a program isn't doing what it is supposed to do, then yes, there should be a process in place on which programs need to be removed and when.

Chairman Barrett added that there needs to be a process where the regents can make sure the campuses are not duplicating. He requested developing a process for making a decision on when a program is not doing what it is supposed to do for the individual campuses.

Regent Hamilton said they do see programs that are eliminated by the campus process, based on campus faculty and budgets, but that those are not tied to this type of approval process. She added that when those removals happen she thinks the campuses should have those decisions based on the same budget information as well.

Barrett said on formatting – MSU-Bozeman should have organized theirs differently in a way to make it easier to understand.

Deputy Commissioner Moore said will take this back to the academic officers and will work on these.

Commissioner Stearns said she has seen programs put in moratorium and later removed. She said she can see this process needs to be made more clear and it needs to have changes. The academic officers will work on that as well.

Chancellor Sexton told the board that his campus will revise their report and will get it to the board in the correct format.

f. Drop-Add Policy Review – Allen Yarnell, Chief Student Affairs Officer, MSU Bozeman

Allen Yarnell, Vice President for Student Affairs, explained the student affairs officers were tasked with readjusting the drop/add policy on the campuses. He provided a document showing withdrawal of courses happens after the first 15 days and it then shows up as a “W” on the student’s transcript, whereas dropping a course is done within



the first 15 days and never shows up on their transcript. Vice President Yarnell cited some reasons for students to drop courses are: flexibility, under-prepared for the work, family emergencies, and off-campus changes to their schedules, such as getting a job. If a student drops a course after the first 15 days, then they don't get any refunds for the course.

Regent Christian said the drop-add policy may not be wrong, but the report needs to include the unintended consequences for students, such as having to take the class at a later time. He expressed concern of advisors telling students to sign up for whatever classes they want in case they can't get into some of them. Regent Christian said his comments were focused more on the funding part of course withdrawals because the campuses can ultimately end up on the last day of class with more money than the number of courses the students actually took. Regent Christian expressed doubt if withdrawals should ultimately be funded at all. He told the board that recent discussions have drawn much attention to funding differently. Regent Christian stated that progress or lack of progress is a big reason students drop out of classes and school and he does not want the campuses to use the drop-add option as a back-up plan for the students.

Regent Barnosky asked what data is available on drop-add option for students. He said due to the economic times, the students' schedules are not as flexible as they used to be. Regent Barnosky added that while he understands some people abuse the drop-add policy, he cautioned the board against over-generalizing the abuse.

Commissioner Stearns replied that this issue has come up in the Access to Success matrix discussions as well as discussions during the MOA seminar. She explained there are complexities which need to be looked at carefully. Dr. Stearns said it is worth examining data to see where the MUS can make a difference in this process. She pointed out that this speaks to alignment, assessment, and national core standards for graduation and if this is addressed, it can help more students graduate in a timely manner.

Regent Christian suggested changing the day when the campuses can count the students for funding and thinks this will change the high number of drops of courses. He added that other states are also focusing on this issue, which may involve changes in funding.

Regent Pease said this may be a policy that is costing the MUS and its students time and money. She said because of the tightening of the amount of financial aid available to students, the indecision of students, and students without adequate advice, all of that does cost the students, parents, and institutions money. Regent Pease stated she would like to see data on the number of courses enrolled compared to how many courses are completed.

g. CAOs to discuss possible Admissions Policy Change

Deputy Commissioner Moore told the board this is a proposed policy change discussion that will come to the BOR from the Chief Academic Officers at a later meeting.



h. Proposed expansion of WWAMI Program – Joe Fedoch, Provost, MSU

Provost Joe Fedoch said the proposed expansion of the partnership between the University of Washington School of Medicine and the states of Wyoming, Alaska, Montana and Idaho (WWAMI) Program is an important issue related to health care in Montana. He explained that WWAMI serves as Montana's medical school and is a cooperative program established in 1973 with the University of Washington Medical School. Provost Fedoch said the program currently trains 20 students per year, and the number of students has not changed in all 36 years the program has existed. He explained that Montana WWAMI students complete their first year of training at MSU-Bozeman at which time they then complete the second year of training at the University of Washington in Seattle. He said the 3<sup>rd</sup> & 4<sup>th</sup> years are completed at various sites across Montana and the five-state WWAMI region. Provost Fedoch said because of the long period of time required for training of physicians to serve Montana, the new vision for medical education in Montana is centered around a reinvigorated program to meet Montana's workforce needs and which involves the increase of WWAMI slots.

Provost Fedoch gave the following recommendations to the board:

- Expand the amount of training in Montana.
- Have the second year of training move from Seattle to MSU-Bozeman, therefore both 1<sup>st</sup> and 2<sup>nd</sup> years can be Bozeman-based.
- Expand the number of students from the current 20 slots to 30 or 40 students per year.
- Provide expanded commitment to serve the State of Montana. The concept is the majority of students involved in this would commit to serving rural and underserved areas of the state.

Provost Fedoch introduced Dr. Mark Doescher, Director of the University of Washington Center of Workforce Studies, who has been working with MSU to identify parameters to meet the needs in Montana.

Dr. Doescher provided context of where the industry is going in the near future, with the population expanding and aging dramatically, which in turn increases the need for healthcare. He said this is occurring at the same time as the supply of physicians decreasing throughout the country. Along with the aging of the general population, the physician workforce is also aging, with many expected to retire in the next ten years. Dr. Doescher informed the board that if national healthcare is passed, there will be an increased demand because of the additional citizens qualifying for healthcare benefits. He stressed that he expects a physician shortage of over 100,000 nationally in the next decade, particularly in primary care. Dr. Doescher reminded the board that Eastern Montana already has a shortage of medical providers. He added that Montana will need nearly 1,500 additional physicians to keep the current status quo in the future.

Dr. Jay Erickson, Clinical Dean for clinical experiences of WWAMI, stated that the original goal of WWAMI was to make public medical education accessible to Montana without Montana having their own medical school. He said an expansion of WWAMI would bring the resources of the University of Washington School of Medicine to the citizens and communities of Montana.



Dr. Erickson said there are barriers to rural practice because many of the students are not exposed to the rural lifestyle and the training is typically centered around more urban areas where the students get used to working around current technology and specialists. Because of this, the students are not trained to function independently. He explained that he wants to place training programs out in rural areas.

Dr. Erickson said with the proposed TRUST (Targeted Rural Underserved Curriculum) Program, students are matched up with a rural physician mentor. He explained his desire to create a model in which the students will not incur debt, but will instead have a service commitment in the end. Dr. Erickson said the next steps would include the continuation of the partnership with the University of Washing, the development of curriculum in Montana and the development of a sound fiscal model for an expanded program.

Regent Hamilton told Dr. Erickson that she assumed the cost to the state would double if they doubled the number of slots to the program. Dr. Erickson replied that a portion of the tuition may be covered by the National Health Service Corps and that there may possibly be additional ways to have the federal government pick up some of the additional cost. He added that he is currently looking at possible ways to get assistance with the tuition costs.

Chairman Barrett said this is significant and important information. Dr. Erickson replied that he will continue to update the board of the situation over the next few years.

**Public Comment:**

Wes Lynch, MSU Faculty Senate, asked for clarification on the number of applicants. Dr. Erickson replied there are up to 115 applicants for WWAMI and they admit 20 of those. Mr. Lynch asked how many of those students return and Dr. Erickson replied that data is available and is around 50%.

Regent Taylor asked if the students could get out of the proposed new program if they decide they don't want to go to the rural area. Dr. Erickson responded that if the student decides they don't want to return to Montana, then, per current National Health Service Corps (NHSC) guidelines, the student would have to pay back three times the amount NHSC spent to educate the student.

**Staff and Compensation Committee**

**ACTION**

Revise Policy 205.1, Presidents; Appointments ITEM 145-116-R1109

Regent Christian explained this is a Board of Regents policy to reinstitute the Board of Regents to make appointments.

**DISCUSSION**

Collective Bargaining Update



Kevin McRae, Director of Labor Negotiations and Personnel, OCHE, showed the distribution of the bargaining units, along with the number of employees within those units. He explained that items f and i have not been ratified yet and will continue to be negotiated.

Regent Taylor asked about the labor agreement C, if the wording in this item was normal to be included. President Dennison responded, yes, that is normal language for inclusion and clarified this is for the use of the facilities, but it is not free.

## CONSENT

### Staff Items

- a. OCHE ITEM 145-100-R1109
- b. MSU-Northern ITEM 145-2800-R1109
- c. Approval of Employee Equity Interest/Esslinger and Natale ITEM 145-1000-R1109
- d. Approval of Employee Equity Interest/Babbitt ITEM 145-2004-R1109
- e. Professor Emeritus of Electrical and Computer Engineering: Bruce R. McLeod; MSU-Bozeman ITEM 145-2001-R1109
- f. Professor Emeritus of Animal and Range Sciences: Michael W. Tess; MSU-Bozeman ITEM 145-2002-R1109
- g. Dean and Professor Emeritus of Libraries: Bruce Morton; MSU-Bozeman ITEM 145-2003-R1109

### Labor Agreements

- a. MUS and Montana Public Employees Association ITEM 145-104-R1109
- b. MUS and the University Faculty Association at The University of Montana ITEM 145-105-R1109
- c. MUS and Graphic Communication International Union Local 242-C at The University of Montana ITEM 145-106-R1109
- d. MUS and the United Association of Plumbers and Pipefitters ITEM 145-107-R1109.
- e. MUS and the Maintenance Painters Union ITEM 145-108-R1109
- f. MUS and the International Union of Operating Engineers Local #400 – ITEM 145-109-R1109
- g. MUS and the Montana Tech Faculty Association ITEM 145-110-R1109
- h. MUS and the Vocational Technical Educators of Montana ITEM 145-111-R1109
- i. MUS and Teamsters Local #2 ITEM 145-112-R1109
- j. MUS and the American Federation of State, County, and Municipal Employees ITEM 145-113-R1109
- k. MUS and the Montana Nurses Association ITEM 145-114-R1109
- l. MUS and the American Federation of State, County, and Municipal Employees (Havre) ITEM 145-115-R1109



m. MUS and the Laborers International Union ITEM 145-117-R1109

**Presentation: Regents Award for Excellence**

Chairman Barrett presented the Regents Award for Excellence to Leslie Taylor, legal counsel for MSU. He said she is fully deserving, having served not just MSU, but the entire university system for more than 20 years. She has researched and created many policies, and provided system-wide service. Chairman Barrett presented Leslie Taylor with the award on behalf of the Board of Regents and the MUS.

The meeting recessed at 5:00 PM.

**Friday, November 20, 2009**

The meeting reconvened at 9:00 AM.

**Kindergarten to College Focus: College Readiness**

The board participated in a panel discussion with Steve Meloy, Executive Secretary of the Board of Public Education; Joyce Silverthorne, Policy Director at the Office of Public Instruction (OPI); Senator Bob Hawks, Senate District 33; Dan Villa, Education Policy Advisory in the Office of the Governor; Skip Gunikson, Belgrade High School counselor; Patty Samuelson, Belgrade High School counselor; and Jan Clinard, Director of Academic Initiatives in the commissioner's office on the topic of college readiness.

Commissioner Stearns gave a short presentation on the college readiness report. Montana's class of 2009 averages on ACT and SAT scores were above national averages and college-readiness thresholds. She said there has been an increasing number of test-takers along with increasing scores. Commissioner Stearns said that fewer students take SAT tests than ACT tests because the SAT test is taken more for those considering attending college out of state. Commissioner Stearns explained that ACT compiles data for the purpose of setting minimum thresholds where the students will have a 75% chance of achieving the grade of C or higher in higher education.

Commissioner Stearns said requirements for the major scholarships in the university system state that students need to take the rigorous core of courses throughout the student's high school experience. She said the reason the writing proficiency test, the MUSWA, is different as compared to ACT and SAT tests is because it involves high school teachers in the scoring, which in turn guides those teachers in preparing students for college readiness.

Regent Barrett stated concerns on slide 7 which addressed students interested in Health Care Fields and that only 19% of those students are prepared for college biology. He asked how to start addressing this problem.

Steve Meloy encouraged people to participate in the needs assessment for the Montana Virtual Academy and said the hope is that access to on-line courses for high school students during the summer may help raise some of the students competencies in areas where they are weak.



Regent Barrett responded that this is a needs assessment in biology and math and applies to students throughout the entire university system.

President Dennison explained this is misleading because it asks people that are interested in general healthcare fields only, whereas if they questioned students interested in biology and science, the results would be different.

Regent Christian said he is concerned about those students who actually think they are prepared for the college level of classes, but in actuality are not adequately prepared.

Patty Samuelson said math is an important subject area for students to be prepared. She said many students are hearing about the need for healthcare, so they decide to pursue that field without really thinking of what they need for courses prior to going to college. She added that students don't always realize what they are getting into on the collegiate level.

Senator Hawks told the board that he has had conversations with teachers in healthcare fields and has observed that we may be caught up in an information revolution scenario, meaning that medical students are asking why, in the current environment where information is so readily available, they should memorize much information when they can easily look it up.

Dan Villa said the governor's office is seeing a major break-down in the feeder programs, which are the K-12 programs. He said the K-12 system is not getting the students adequately prepared for what is expected at the college level. He told the board some of these issues are being addressed in the Kindergarten-College Workgroup. Mr. Villa said K-12 is looking at alignment studies on how prepared graduating students are for the college core. He added it is important to know how Montana measures up to other countries, and not just within Montana.

Regent Hamilton said communication between K-12 and higher education needs to be improved as it is not working as it should be. She said there is a perception problem in Montana; students seem to think if they can't reach a high enough level in preparation and readiness for a four-year campus, then they'll just go to a two-year campus.

Mr. Gunikson said the information directly reflects OPI's requirements for high school graduation. He stressed that educators cannot expect different results without changing the requirements for high school graduation. He asked the board if the high school levels of achievement should be higher. He reminded the board to keep in mind that not every student is going to pursue a college program. He agreed that it is necessary to prepare students for at least a two-year program, but many programs and jobs in Montana do not require a four-year degree.

Regent Pease said there are negative perceptions on college readiness and not enough encouragement of students to take hard classes. Perhaps the term "rigorous core" scares students away, but adults, teachers, and counselors should take a greater role in directing students to courses that will better prepare them for college. Too many choices for students and not enough direction from adults is a disservice to our



students. Regent Taylor agreed and voiced concern of the need for students to be challenged more.

Joyce Silverthorne, OPI, explained that OPI is looking at core standards to determine if Montana is meeting the national standards and whether some of the standards may need to be changed. She reported that OPI now has a community development specialist on staff for the purpose of reaching out to the communities in response to national data indicating the importance of families and community involvement in the schools.

The following topics were included in the discussion:

- Do some of the standards need to be changed, recognizing the process is lengthy for changing standards
- Alignment between high school graduation standards and college entrance standards is critical
- How to monitor students as they progress through school
- Availability of dual credit opportunities vary from community to community
- How to provide dual credit programs more equitably and consistently
- Parents and students do not always understand that students need to challenge themselves and take rigorous courses
- Reference to an Indiana higher education program in which middle school students sign a contract with their parents on what occupation they may be interested in and what classes they need to take to achieve that
- Need high expectations of the students by the teachers
- U.S. population does not care about education enough
- Problems with K-12 parents perceiving education as the same as when they themselves were in school
- Some parents don't understand the need for the high expectations
- Consider naming it something other than rigorous core, as that may encourage students to take the easy route
- College readiness standards need to remove some of the student excuses
- Concern of students not making choices of higher education options
- Misplaced priorities by school districts, with not enough attention to achievement
- Need to make policies that prohibit young children from drifting
- Need to develop standards to indicate where students need to be at in middle school, high school and college

### **c. Workforce Development and Two-Year Education Committee**

#### **INFORMATION** *(continued)*

Request to Assume Responsibility for Two-Year Programs in the Gallatin Valley; MSU Bozeman

Rolf Groseth, MSU, explained to the board that MSU has recognized the importance of two-year education in Montana. He said two-year programs serve as regional hubs, as economic development, facilitators in the transition of kindergarten-college, providers of



readiness preparation, adult education, on-campus providers of developmental courses, business expansion and retention. Mr. Groseth said MSU is looking at an innovative approach for two-year education for the Gallatin Valley. He said MSU-Great Falls COT first provided two-year education in Bozeman and now MSU-Bozeman is requesting authority from the Board of Regents to assume operational control for two-year developmental and workforce programming in the Gallatin Valley.

Mr. Groseth said the administrative process of having Bozeman students taking the MSU-Great Falls COT courses was not working well and created problems of its own. He said MSU-Bozeman has a vision for two-year postsecondary education in the Gallatin Valley and wants to take ownership and leadership for two-year education at this time. Mr. Groseth explained they would begin with a seamless postsecondary unit for the Gallatin Valley to provide local responsiveness, and would gradually expand to a more comprehensive compilation of classes. He assured the regents that they are not seeking to create a college of technology or a community college. Mr. Groseth reminded the regents that the board has placed an emphasis on two-year education overall and the MOA initiatives make this appropriate at this time. Mr. Groseth told the board that they would name this Gallatin College of Montana State University and that it will provide the comprehensive community college mission.

Dean Schaffer, MSU Great Falls, talked about the history of working with MSU-Bozeman to provide two-year education in the Gallatin Valley. He said participation in the courses has increased 400% since they first began, and they now provide workforce programs, as well as developmental courses. He added that the goal of MSU-Great Falls COT for some time has been to scale back on their participation because once enrollments reach a certain level, serving students 180 miles away is too big a strain on their resources. Dean Schaffer said a change is needed and now is the time for MSU-Bozeman to proceed with this proposal.

Skip Gunlikson, COT advisory board, said one of the recurring topics of the board is their desire for a local college of technology. Many of the students are not four-year bound and the reality of those students is that many of them are unwilling to leave home.

Chairman Barrett said at the business leaders' breakfast today the board heard significant comments from legislators, business people, employers, and local people in support for the development and support of a two-year system in the Gallatin Valley.

Public comment:

Bob Heitala, Chief Operating Officer of the MSU-Great Falls College of Technology program in Bozeman, told the board MSU-Great Falls fully supports the resolution.

Senator Hawks, SD 33 and advisory board member of the local college of technology reminded the board of the best practices, efficiencies and productivity of a local two-year college, resulting in more students completing some form of higher education. He added that students in the Gallatin Valley region do not have the alternatives to four-year programs that other regions do. Senator Hawks said Gallatin Valley needs



workforce training and regional responsiveness and that the timing is right to introduce this into the community.

Karen Jacobson, mayor of Bozeman, said MSU is more than a granter of degrees in the community, but rather is the heart and soul of the community, the economic driver of the community with \$100 million in research money alone brought in. She encouraged approval of the two-year proposal in the Gallatin Valley.

Dr. Pamela Fisher, community member, urged approval of the proposal because of her professional observations and personal commitment to the community college mission in the Gallatin Valley. She reminded the board that the two-year mission is different from that of the four-year research university; there is a need for some form of shared governance with local citizens to enable them to meet the local needs; two-year colleges that adult-friendly and flexible respond rapidly, and have strong transferability connections to the four-year campus.

Peter Bertelsen, Prospera Economic Development Organization, said his organization and local employers are keenly aware of the need for two-year programs in the area. He said the local workforce lacks workforce with two-year degrees. He urged approval of the proposal and said they would be combining the commitment and resources by MSU-Bozeman with the support of the community.

Jeff Krause, Museum of Rockies and deputy mayor of Bozeman said the community continues to build for future growth. He encouraged approval for the request for authorization for MSU-Bozeman to assume and expand full two-year programs.

Chairman Barrett explained the decision process on this issue as listed in the information item. He this first step in the decision process involved hearing from MSU-Bozeman, MSU-Great Falls COT, and members of the community. The board will next look at background material provided and will move forward in the process. He asked what timing is needed in order for MSU-Bozeman to proceed with this they receive regental approval.

Mr. Groseth said the timing is important. If they are to be ready to provide classes in the fall 2010 semester, then it is imperative to proceed quickly. He requested this be acted upon at the January 2010 Board of Regents meeting.

Deputy Commissioner Moe provided the board with her analysis of the issues. She explained that, on the one hand, she has concerns about the needs of the system to balance capacity throughout the system. A new two-year college in a setting like the MSU campus could pull students from other institutions that have the capacity and the need to attract more students. However, Deputy Commissioner Moe had reviewed the enrollment data from The University of Montana, with its co-located COT, and if that trend holds at MSU, the board can anticipate that MSU will attract mostly local enrollment. She stated that she is also intrigued by the possibilities of the MSU's leadership role with the virtual community college to bring offerings from other campuses to the Gallatin Valley. Deputy Commissioner Moe said she is also concerned about the building because a two-year college has a different culture, one that is very adult-friendly, and sometimes that is not synonymous with a research university. To



help with facility costs, they may need to have the community offer the space over time, but in the meantime, placing a two-year college in the middle of a research university is problematic. Deputy Commissioner Moe said she ultimately concluded it is the right thing to do, however, for three reasons. First, it would create symmetry in the system (both the UM and the MSU-sides would have the same numbers and types of institutions). That symmetry is important when trying to balance the mission of the campuses. Second, she stated she was pleased with the vision document and was impressed with the role of the local advisory board, which is extremely important. Deputy Commissioner Moe stressed that the most important reason for her support for this proposal is that regardless of the concerns in the system, the fact remains that there are students in the Gallatin Valley that are not going to go anywhere else, which means they aren't going to go at all and that needs to be the primary concern.

Chairman Christian said as the board advances this proposal, he is reminded that the MUS has a structure that didn't contemplate this. He reminded the board this could involve mill levies in the future and they may need to consider how to develop this, including the possibility of needing to go to the legislature, in which case, the board would need to frame the issues for the legislature and then let legislature help with some of the decisions.

Mr. Groseth said MSU-Bozeman wanted to present this proposal to the regents first, then if approved, the can take the next step to involve the legislature for possible mill levies if necessary.

Regent Buchanan said he can see the demand and need for services, but he is hesitant to let go of the success of MSU-Great Falls in filling this need. He explained that the MUS is already having difficulties in coming up with savings in the budget and when looking at those funding deficits and the complexities involved with this proposal, he recommended continuing with those innovative methods of meeting the needs. Regent Buchanan said if the regents endorse this project, then there will be more expenses added to the budget. He recognized the importance of local support, but this would require using available funding which would need to be taken away from something else. Regent Buchanan said this proposal is unfunded and he is, therefore, reluctant to support it.

Regent Hamilton reminded the board of a comment made earlier in the meeting when it was said that one of the first things to consider as a board are mission and money. She asked if the board is putting our money where our plan is. The responsibilities before the board, the university system and the state are to create long-term financial stability and a long range of commitment using distance education and technology to serve the students. She reminded the board that they are outside a legislative session to be used for approval and that the Bozeman Public Schools already have the highest rate of college-going students. Regent Hamilton added that if this goes forward to the January Board of Regents meeting, she recommends that the proponent conduct a needs assessment on the same level of the Bitterroot Valley proposal. She stressed that this proposal speaks to missions that are different than the mission of MSU-Bozeman and would require extensive resource allocation. Regent Hamilton said the board needs to know why the model that has been in place for 15 years no longer works.



Regent Pease said the board learned a great deal from the proposed Bitterroot Valley Community College experience and stressed that what the board expected from the Bitterroot Valley proposal is what they should also expect from the Gallatin Valley community. She said the vision and mission of the community college, when it is embedded in other institutions, is confusing. Community colleges should be able to offer training and courses in higher education that will meet the needs of those with the lowest incomes, such as single mothers and minorities. Regent Pease stated that it is difficult for her to blend the mission and vision of the flagship universities to the kind of students they would actually be serving in this type of institution. She said she is aware of the benefits from the universities, but it seems irresponsible to expect the university to provide this in a time of limited resources when she knows that the universities are already underfunded for things that know they do so well. Regent Pease fully recognizes that the need exists, but cautioned the board against ignoring the work already being done to begin to deliver two-year education in the Gallatin Valley.

Regent Barnosky told the board they need to remember the importance of student success. He said the current structure may not be conducive to student success for this population of students, for graduating more students, and meeting the local needs.

Chairman Barrett referenced the needs in the Bitterroot Valley and when the mechanism of law didn't provide the answer, the needs were compelling enough for the MUS to create a solution to address the needs. He stressed that is what needs to drive this decision because the population for two-year programs in the Gallatin Valley is here. Chairman Barrett said the board needs to find a way to meet the needs in the Gallatin Valley. He said the board will decide on the timing mechanisms and requested more data from MSU and the community on the proposal prior to the board considering the proposal again.

## **COMMITTEE REPORTS, DISCUSSION & ACTION**

### **a. Administrative, Budget, and Audit Oversight Committee**

#### **ACTION**

- a. Maintenance on Parking, Streets and Access Facilities; MSU-Bozeman ITEM 145-2005-R1109
- b. Lease Land to Richland County; MSU-Agricultural Experiment Station ITEM 145-2301-R1109

Regent Christian said there is a correction to ITEM 145-2301-R1109. He said there is a Board of Regents policy that limits leases to 20 years. The lease in the action item is for 50 years and the campus needs that amount of time to make it work. Regent Christian proposed to add a paragraph #6 to the item to read: "6. This authorization requires a waiver by the Board of Regents of the general lease term limitation (20 years) placed on campus property as per Board of Regents Policy 1007. In this case a waiver of the policy is determined to be warranted due to the nature of the project and the support of the Montana Legislature."



## MONTANA UNIVERSITY SYSTEM

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- c. Authorization for 5<sup>th</sup>-6<sup>th</sup> Street/Arthur Avenue Intersection Improvements; UM-Missoula ITEM 145-1001-R1109
- d. Authorization to Replace Elevators I Residence Halls; UM-Missoula ITEM 145-1002-R1109
- e. Extend Excess Capacity Tuition Rate; MSU-Northern ITEM 145-2803-R1109

Regent Christian moved approval of items a-e, with the addition of paragraph #6, as stated above, to item b. Motion approved 7-0.

### **CONSENT**

- a. New Policy 940.15 Institutional Nursing Incentive Program; OCHE ITEM 145-102-R1109 Supporting Material
- b. Revise Policy 940.12.1 Tuition and Fee Approval; Disclosure of Total Cost of Attendance; OCHE ITEM 145-103-R1109
- c. Montana Motorcycle Safety Advisory Committee; MSU Northern ITEM 145-2801-R1109
- d. Authorization to Begin Planning Renovation at Dining Services Facilities in Lommasson Center; UM-Missoula ITEM 145-1003-R1109
- e. Student Equipment Fee Allocation; MSU-Billings ITEM 145-2703-R1109

Regent Christian moved approval of consent agenda items a-e. Motion approved 7-0.

### **b. Academic and Student Affairs Committee**

#### **CONSENT**

- a. Level I Memorandum
- b. Name "The Phyllis J. Washington College of Education and Human Sciences"; UM-Missoula ITEM 145-1004-R1109

Regent Pease moved approval of the Level 1 Memorandum. Motion approved 7-0.

Regent Pease moved approval of Item 145-1004-R1100. Motion approved 7-0.

### **d. Staff and Compensation Committee**

#### **ACTION**

Revise Policy 205.1, Presidents; Appointments ITEM 145-116-R1109

Regent Christian moved approval of the action item. Motion approved 7-0.

#### **CONSENT**

Staff Items



- a. OCHE ITEM 145-100-R1109
- b. MSU-Northern ITEM 145-2800-R1109
- c. Approval of Employee Equity Interest/Esslinger and Natale ITEM 145-1000-R1109
- d. Approval of Employee Equity Interest/Babbitt ITEM 145-2004-R1109
- e. Professor Emeritus of Electrical and Computer Engineering: Bruce R. McLeod; MSU-Bozeman ITEM 145-2001-R1109
- f. Professor Emeritus of Animal and Range Sciences: Michael W. Tess; MSU-Bozeman ITEM 145-2002-R1109
- g. Dean and Professor Emeritus of Libraries: Bruce Morton; MSU-Bozeman ITEM 145-2003-R1109

Regent Christian moved approval of staff items a-g. Motion approved 7-0.

Labor Agreements

- a. MUS and Montana Public Employees Association ITEM 145-104-R1109
- b. MUS and the University Faculty Association at The University of Montana ITEM 145-105-R1109
- c. MUS and Graphic Communication International Union Local 242-C at The University of Montana ITEM 145-106-R1109
- d. MUS and the United Association of Plumbers and Pipefitters ITEM 145-107-R1109.
- e. MUS and the Maintenance Painters Union ITEM 145-108-R1109
- f. MUS and the International Union of Operating Engineers Local #400 – ITEM 145-109-R1109
- g. MUS and the Montana Tech Faculty Association ITEM 145-110-R1109
- h. MUS and the Vocational Technical Educators of Montana ITEM 145-111-R1109
- i. MUS and Teamsters Local #2 ITEM 145-112-R1109
- j. MUS and the American Federation of State, County, and Municipal Employees ITEM 145-113-R1109
- k. MUS and the Montana Nurses Association ITEM 145-114-R1109
- l. MUS and the American Federation of State, County, and Municipal Employees (Havre) ITEM 145-115-R1109
- m. MUS and the Laborers International Union ITEM 145-117-R1109

Regent Christian moved approval of Labor Agreements a-m, excluding f and i. Motion passed 7-0.

**Public Comment:**

John Sculley, Ennis, addressed the critical issue of the need for physicians in the country and specifically in Montana. He strongly encouraged support of increasing the number of WWAMI slots. He referenced his community of Ennis that has a community hospital, but currently has no doctors in their community. Mr. Sculley suggested trying the following possible solutions. He suggested doing a pilot project since many areas in



Montana don't have enough physicians to meet the healthcare needs. He said this could be done in collaboration with the University of Washington with the hope of obtaining federal funding. Mr. Sculley recommend this be done without forcing the students to commit to returning to a rural area because it is difficult to expect those students to commit to seven years of service for the sake of no student loans. Mr. Sculley offered to participate in helping to make this a possibility. He closed by saying just getting additional WWAMI slots is not enough and it will be necessary to reach farther for a solution to provide adequate healthcare for Montana.

Regent Barrett recognized Mr. Sculley's offer to serve on a committee to work on a solution to meet the need that exists.

Meeting recessed to executive session in Room 234 at 12:00.

#### Executive Session

- Litigation Report
- Personnel Issue

### **Regents Meet with Community College Trustees**

At 1:30 p.m., Regent Christian, Vice-Chair of the Board of Regents, called this portion of the meeting back to order. Present were Regents Christian, Morrison-Hamilton, Pease, Buchanan, Barnosky, and Taylor. Regent Barrett was absent. Present representing the community colleges were President Karas and trustees Ralene Sliter, Tom McElwain, and Bob Nystuen of FVCC; President Hicswa and trustees Rusty Irion, Sharon Wilcox, Garrett McFarland and Jeff Okerman of MCC; and President Cargill and trustee Gerry Anderson of DCC. Present representing the governor's office was Dan Villa. Present representing OCHE were Commissioner Stearns, Deputy Commissioner Moe, Associate Commissioner Trevor, and Budget Director Frieda Houser.

Following introductory comments, Regent Christian noted that the meeting was arranged to allow for listening and discussion among the community college trustees and the board of regents, particularly relating to the functions and governance of the separate boards.

Bob Nystuen, FVCC Trustee, referenced an earlier discussion in which Regent Barrett suggested viewing the two-year education initiative (MOA – Making Opportunity Affordable) as an "artist's rendering," and Mr. Nystuen suggested that at this point they need to move to review it as more of a "blueprint." He noted that the community college trustees are duly elected and they have a fiduciary responsibility to their communities. They manage and control their campuses while the BOR supervises and coordinates them. He said they "want to create a dialogue in order to advance higher education," but he noted that community colleges are structured and governed differently. Mr. Nystuen called the renewed emphasis on two-year education "excellent" and noted that they know that the BOR is serious about two-year education, referencing the hiring of a deputy commissioner for two-year education as a measure of the BOR's commitment. He stated that their response is, "Good deal; let's get going." He noted that new challenges involve change and trust issues are going to arise in programming and fiscal matters.



Trustee Nystuen stated that he would address a few “key” issues. He noted the community colleges are “solidly” behind the MOA initiative, but noted the following areas of concern:

- If the board of regents starts to “standardize and homogenize,” will that be a drawback or a disadvantage for them, in terms of what they are trying to accomplish?
- He mentioned entrance issues, such as tuition and enrollment, and asked how standardization will affect these issues. He noted that they do not want to be seen as an impediment and worked together on common course numbering but that their communities expect a certain type of delivery in their communities.
- He raised the issue of communications and used the legislature as an example. He stated that community colleges make their own presentations to the legislature and the commissioner’s office is not their spokesman, but he suggested that the community colleges and commissioner’s office should work together to continue to improve our communications.
- He suggested that the community colleges and OCHE staff work together, offering insights and assistance, not control. He mentioned two areas – the evaluations of community college presidents and grants – as two areas in which the role of the MUS staff should not be to control.
- He said the trustees are supportive of what the MUS is doing.
- He said the trustees do not want funding tied to completion rates at the community colleges.
- The trustees question how to proceed with an outcomes-based productivity agenda and how to organize technology at the community colleges to facilitate work with the other units in the MUS.
- The trustees want to continue a dialogue of two-year education in Montana between community college trustees and the Board of Regents and he suggested forming a workgroup with regents, trustees, and OCHE staff.

Regent Christian emphasized that the regents completely believe in the mission of the community colleges and recognize the importance of responsiveness for the community colleges. He stated that the Board of Regents’ seeks to achieve a more coordinated approach throughout the entire system. Regent Christian said cost is a concern, which makes the MOA funding attractive. He said working toward the end goal of getting closer electronically will allow us to coordinate better and enhance transferability. He said he saw no issues that communication could not resolve.

Trustee Nystuen noted that it is hard to see where we are going without a common technology. He said this is a huge item that probably needs to be done for the good of the whole, but he also said that everyone doesn’t necessarily agree with him on this.

Regent Christian agreed that the coordination of technology brings all of them closer together. He said using the same information systems makes it easier for the end users, which are the students. Regent Christian said this is not a control issue but rather, a coordination issue. Increased coordination makes it easier for the entire system, and further discussion on this will ultimately benefit students.

Rusty Irion, Miles CC trustee, asked about the regents’ philosophy on governance and



the common curriculum and the evaluation of the community college presidents.

Commissioner Stearns replied by saying that the issue of MUS participation in the evaluation of community college presidents was raised recently, but it was not well-received and would not be pursued. She said if the community colleges want her office to participate in evaluations of the community college presidents, then they could request that, but her staff will not be doing so unless asked. Commissioner Stearns said the key is communication between the two boards and the system office.

Commissioner Stearns told the group that under accreditation rules, each institution has to meet certain standards, including that the governing boards stay on course and that the campuses do not go beyond their missions. She said both trustees and regents need to recognize that not all the good ideas can happen at every campus; need to make sure all the courses and programs are student friendly; and need for students to be able to transfer. Commissioner Stearns said it is vital to make sure the curriculum is coordinated enough to be the most advantageous for students to transfer.

Regent Christian said he doesn't see those as mutually exclusive conversations. He said the MUS is making transferability accessible to all students and that if the Board of Regents identifies the streamlined transfer core for the entire system, that does not prohibit the community colleges from pursuing some of their own courses that are needed to serve their communities.

Deputy Commissioner Moe said that there seems to be quite a bit of misunderstanding about the actual initiatives, and that may be because several initiatives have been modified, in response to campus concerns. With respect to the shared transfer curriculum (the regents transfer core), she said there is a need to brand the transfer mission at the colleges of technology, but the community colleges don't have that need. The colleges of technology need to offer the regents transfer core, not just for branding reasons, but because they need to narrow the duplication of courses on their co-located campuses. Deputy Commissioner Moe stressed that the community colleges could be very helpful in identifying components of the regents transfer core, but it should be discussed as to whether or not they offer it to their students. In regard to the regional hubs, Deputy Commissioner Moe said the board has always recognized that, because of funding, the community colleges have to serve their own service districts and are regional hubs for their districts. There has never been any intent to change that. Regarding alignment of related instruction and general education requirements in workforce programs, Deputy Commissioner Moe said there are a number of areas in BOR policy where the Board of Regents has always had parameters, and the parameters for two-year degrees have been in policy for decades. In order to coordinate the system better after the legislative audit on transfer, that policy was modified to include this alignment requirement, so that high school counselors and students statewide can make sense out of the common prerequisites leading to the same employment credentials. She said that the chief academic officers from the two-year colleges, including the community colleges, met before the regents meeting and agreed to work on aligning outcomes, and then leave it to the campuses to design courses that meet those outcomes.

Regent Hamilton clarified that the Board of Regents also provides policies on courses



and credit caps, etc., for four-year programs, just as they do for the two-year campuses, including the community colleges.

Regent Buchanan said the MOA provides opportunities for a more coordinated effort, and shared resources, most notably with the Integrated Information System. He said the Western Governors University has concluded that having access to common data is necessary for those opportunities and coordination. The Western Governors University recommends standardizing the way we communicate.

Tom McElwain, FVCC trustee, said he thinks of FVCC as being a stand-alone business. Trustee McElwain said he wants President Karas and staff to have the opportunity to communicate their issues as they are brought into the universal technology system. He said he thinks the smaller units may get short shrift.

Regent Christian said the Board of Regents is not trying to make one size fit all, but that the lack of a coordinated system creates a “disconnect” with students. He said the MUS does not want to control their business but that the regents do want to coordinate services in Montana as required by law. Regent Christian said the regents believe that a student registering in UM-Missoula, for example, should be able to take a course at any unit in the system, and that opportunity is being extended to all the campuses, including the community colleges. Regent Christian said if more coordination can occur, the result will be an increase in graduation rates.

Regent Buchanan reminded the group that with integrated systems, the rest of the campuses would receive the opportunity to use the courses from FVCC as well.

President Karas said FVCC is doing a lot to coordinate, but that they can do more to coordinate and share data better.

Regent Hamilton asked if FVCC may get to the point with their information system where they see that the MUS has a coordinated data system, but there won't be a complete picture because of missing data from FVCC.

President Karas said FVCC may be on the same information system in the future. She stated the FVCC is working to help their own students transfer from their campus to other campuses. She added that FVCC shares data with the MUS at this time by sending it to the commissioner's office even though they are not on the same database.

Commissioner Stearns said technology integration has been progressing due to funding from the legislature. This capital investment is a step in the right direction.

Commissioner Stearns stated that prior to this point, it was workable to have less coordination, but it is becoming increasingly important to have an integrated information system. She said the boards need to remember that funds for the integrated information system will most likely make it impossible for all the campuses to be on it this biennium, but there will come a time where the legislature and governor's office will fully expect all campuses to be participating in this.

Dan Villa, the Governor's Education Policy Advisor, said Montana was awarded funding from the Race to the Top Program and the Bill and Melinda Gates Foundation. The



governor's office, MUS, and the legislature, has agreed that as part of that funding, there will be a move toward development and use of e-transcripts and that the information involved will be in the Banner system. He stated that if the community colleges are not on the Banner system, they will not have access to the data from the e-transcript project. Mr. Villa said Montana is moving more toward an integrated information system. The governor's office does not want to promise to pull together different data systems and then have to go to the federal government and tell them that some of Montana's community colleges are not on the integrated information system. Mr. Villa reminded the group that the federal government will be watching states across the country very closely. He told the group that the MOA contains a \$1.77 million first step to a much larger goal of bridging systems from pre-school through college. Mr. Villa encouraged all higher education units to participate in this integrated system. He said Montana needs to move as a system, rather than independently. We have a one-time opportunity to "move down the road" on this.

Bob Nystuen asked if FVCC could be at the table for discussion for funding. He added that is why Montana needs to have a plan. He said he would like to see where we are going with this and would like to see strategic planning.

Regent Christian said the regents are already working very hard as a board to have a coordinated plan and that data is one piece of the plan. He reminded the group that the regents are coordinating a system to help students and that of course the community colleges can and must be at the table. He stressed the need to speak as one higher education community.

Commissioner Stearns confirmed that the MUS is including the community colleges. She said it will take one step at a time to include all the units. The nucleus of the IT plan is Point 3 in the MOA, in which it states the MUS has been strategizing an IT plan for the system. A draft of the IT plan was shared with the Regents on Thursday, November 19, 2009, as a proposed appendix to their strategic plan. She said it is important to be part of an efficient use of funding, both state and federal. The IT plan is in place with several parts and needs to be expanded.

Regent Pease said the planning process of the MOA included an invitation to all to come to the table. She clarified that there has been a great deal of communication about the MOA grant, listing important reasons that drive this decision for the integrated information system. Regent Pease noted that she had worked closely with the community colleges in the development of the tribal colleges in Montana. She said she recognizes the community colleges' service to the communities. She added that Montana is at an enormous crossroads, with the reform workgroup and MOA. She said, with or without additional funding, a tremendous amount of study has been done on this. She stated that Montana has had several means of providing two-year education in the past. She said this has been a long, arduous task to bring all of this to the table. She told the group that it is important to have cooperation, to look at the fact that Montana is undereducated at the two-year level, and that Montana's economy is built by the human capital that has that expertise. She said without cooperation among the campuses on this aspect of affordability and access, these goals will drift. Regent Pease said this is a compelling moment to have the discussion of the MOA and the funding referenced by Dan Villa. She emphasized the time for action on these initiatives is now.



Rusty Irion, Miles CC trustee, said the SunGard representatives talked to staff at MCC about the implementation of the Banner program. He said he was originally concerned about transferability and doesn't know if Miles CC has any transferability problems. Mr. Irion said he had concerns about funding for long-term sustainability, but ultimately, the MUS has said they will support this. He said he realized that the legislature has final say regarding how much funding the community colleges receive. Mr. Irion recognized that the Banner has some capabilities that their current system does not have. He added that because of the different funding structure, he thinks the community colleges should be able to structure and decide on the fees for the courses as they so choose.

Regent Christian said that a student that has already paid particular fees in Bozeman should not have to pay those fees again if they take that class on-line from another campus, including when the class is taken from the community colleges. He added that by working together, they could create the coordination that makes opportunities available to students that they wouldn't have otherwise. Creating coordinated student opportunity throughout the state is imperative.

Commissioner Stearns responded to a question regarding how the MUS determined how to spend the approximately \$1.7 million on bringing Dawson, and possibly Miles Community College onto Banner. She explained by way of background that the MUS received \$2 million from the legislature to integrate distance learning throughout the entire university system. Commissioner Stearns said, out of the \$2 million received, her office strongly considered whether such a large portion of the funding should be spent on two of the smaller campuses (DCC and MCC). She wanted to make sure all the community colleges' trustees realized the decision was thought through very carefully. Commissioner Stearns said the MUS is being very responsive and responsible in this decision. She added that the remaining funding will be used to pull in the MSU side of the system in a pilot program to bring it all together.

Deputy Commissioner Moe reminded the group that the legislative funding created a "seizable" moment. Dawson Community College is in need of a new system and this funding provided a one-time opportunity to join in. As they worked with Dawson, they saw that long-term money could be saved if Miles also agreed to come onto Banner at the same time.

Dan Villa explained that he has been working with the Office of Public Instruction (OPI), on a proposal for a longitudinal data grant that is due December 4, 2009. He asked if the community colleges will participate if he is successful in locating additional funding to include the community colleges in the grant proposal. Mr. Villa strongly emphasized this is a one-time-only opportunity. In response, President Jim Cargill assured Mr. Villa that Dawson Community College enthusiastically supports this and will do everything they possibly can do to make this happen and to cooperate fully. President Hicswa said Miles Community College trustees will vote on November 23, 2009 at their board meeting on whether they will participate or not. President Karas said Flathead Valley Community College will commit to looking at the information, but that she wanted the all of the trustees to have a full meeting and public comment on this before they decide what they are going to do.



Mr. Villa reminded FVCC and MCC that the December 4 deadline is just around the corner. He reiterated that this opportunity is not going to happen again. Mr. Villa told both community colleges' representatives to let Associate Commissioner Trevor know of their decision. He said this funding could be another bridge to be used. He closed his comments by stating, "Let's get this done."

President Karas replied that she doesn't know enough about the Banner program yet and would be interested in looking at additional information on this project to know what her campus would be committing to if they chose to participate.

Trustee McElwain, FVCC, said FVCC staff needs to look at the information first, but that he wants to make sure FVCC has a chance for input when developing the integrated systems. He added that the FVCC needs and data requirements need to be on the table through open communication.

Regent Hamilton asked how to facilitate the process that needs to take place at FVCC and would their campus need the same information as the other Dawson and Miles Community Colleges received earlier?

President Karas responded that FVCC trustees would benefit by hearing from SunGard and that she felt it was only fair to the trustees to get more information before a decision is made. She stated that she had discussed this with Mary Moe and Tyler Trevor months ago, but she never got any further information.

Gerry Anderson, Dawson Community College trustee, asked who is involved in the delivery of the Banner system outside of Montana in the private sector.

Associate Commissioner Trevor explained that the planning on this has come a long way and that the Memorandum of Understanding with Dawson and perhaps Miles Community Colleges specifically identifies the responsible parties. He also clarified that this is not hosted out of state, but rather will be hosted by the Montana University System.

Dan Villa said this is a tremendous step in how data is handled in Montana. He said the governor's office wants to invest in what works. Mr. Villa stated that OPI has identified this as one of their five highest priorities. He said this will benefit students by getting the e-transcripts in Banner; improving the data to be used by counselors; assisting individual students; reducing the debt load of the students; and increasing retention rates by data-driven decision making. In order to accomplish these, however, he said Montana needs to have the entire state on this.

Regent Christian closed the meeting by saying it is important to continue these discussions. He reminded the group that the vision of the Board of Regents is to have a coordinated system, which will sometimes mean having standardized program requirements. Regent Christian said the regents are not interfering with the community colleges but want the system to be coordinated throughout the state. He said he doesn't want the campuses to look back and realize they were left out because they chose to be. He added better coordination will result in extensive benefits to the students.



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President Hicswa suggested forming a workgroup with both regental members and trustees participating. Regent Christian agreed.

Commissioner Stearns said the workgroup should also be consulted as her office reviews Policy 209.1, which defines the role of the Board of Regents' roles and the community college trustees' role with regard to community colleges. She stated that a great deal of work and effort was involved in the creation of this policy years ago, but her office is systematically updating policies and this might be a good opportunity for the group to thoroughly understand the policy.

Gerry Anderson asked how they will know when components in the MOA will be implemented. Deputy Commissioner Moe replied that information is included in the MOA proposal. She said all the campus CEOs have been kept apprised of the timeline and the components involved. There is much work to do, and she encouraged participation by all.

Dan Villa suggested this new workgroup meet in March 2010 in connection with the Board of Regents meeting and the Board of Education meeting. Commissioner Stearns said there may also be a workgroup meeting prior to the March date. Regent Pease requested that Dan Villa include an agenda item on two-year education on the Board of Education meeting agenda.

The meeting adjourned at 2:50 PM.

**Posted on**

**Approved by the Board of Regents on**

\_\_\_\_\_  
Date

\_\_\_\_\_  
Date

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

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