

Campus Responses - FY12 Budget Questions

Enrollment and Revenue

Do you anticipate increased revenue as the result of enrollment growth in this academic year. If so, how will your campus invest this revenue? Do you expect challenges in reaching budget figures due to enrollment declines? If so, how do you plan to address these issues?

UM MISSOULA

- We do not anticipate increases in revenue due to enrollment growth this year. Some revenue growth is anticipated as a result of the 5% tuition increase for each year of the current biennium. Almost all revenue collected from the 5% tuition increase went to a pay plan and offering an increase in the number of course sections offered.
- UM adjusted the budget when a small decline in enrollment was experienced in FY12. We are prepared to do the same should it be necessary in the current year.
- UM has several ongoing strategic initiatives that will increase enrollment in this student population. Among these from the UM Strategic Plan 2020 are:
 - The [Partnering for Student Success](#) initiative involves increasing the number of people who have access to higher education, not just by entering college, and leave with a college credential. These efforts include positive changes in advising and tutoring services as well as fostering broader student engagement through service learning and other outreach activities. As reported by OCHE the UM first year retention stands at 75%. This represents the highest retention rate within the Montana University System. UM has a goal to increase the retention rate to 83% by 2020.
 - The Strategic Issue, Education for the Global Century, is insuring we are providing our students with the richest educational experience possible, so that students graduate with an education that prepares them to be the next generation of thinkers and doers. [The Global Leadership](#) Initiative was launched last year and student demand exceeded the target enrollment of 200 by nearly 200%.
 - UM's contributions through Research and Creative Scholarship offer unique opportunities for our students. In particular, we continue to stress undergraduate research as an important point of distinction.
 - Our Dynamic Learning Environment helps make UM one of the most attractive universities in the nation, reinforced by our selection as one of the country's top four-year institutions by Princeton Review.
- Critical to our overall success is the last of our strategic initiatives: the Planning-Assessment Continuum, the process by which we will continually review our outcomes and adjust our plans to ensure the allocation of our resources in the most efficient and effective manner.

MT TECH

Montana Tech anticipates an increase of approximately \$972K in revenue in FY 2013. This includes a decrease in state allocations of \$16,780, a decrease in other revenues because the High Performance Computer was transferred in FY 2012, and an increase in tuition of \$1,182,786. The tuition increase is due in part (\$797k) to increased tuition and fees. The remainder is due to projected enrollment growth. During the FY 2013 budget development process, the Executive Council of Montana Tech received

departmental requests in support of the Montana Tech strategic plan. The requests were prioritized and the following base adjustments were made: \$359k was invested in departmental operations and student wages, \$24,400 was allocated to GTAs, and 9 faculty and staff positions were approved. Montana Tech has historically included a three percent or greater enrollment contingency to account for challenges in reaching enrollment targets. To fund the additional allocations, Montana Tech has reduced the enrollment contingency to two percent. Montana Tech has also set aside, in a Board of Regents authorized reserve revolving account (Policy 901.15), funds that may be used to address unanticipated revenue shortfalls or unavoidable increases in expenditures. To date, Montana Tech has not found it necessary to utilize these funds.

UM WESTERN

- Yes, we predict a small increase in enrollment this fall but only a slight increase in revenue due to our low tuition and fee structure.
- As in past years, this revenue will first be invested in additional classes to meet the needs of the students and then invested in the most critical student needs that strategically place us in a better position to educate students in the future.
- We anticipate no enrollment decline.
- Montana Western has a history and philosophy of not over-estimating enrollment.

HELENA COLLEGE

Helena College anticipates having enrollment and revenue figures that are very similar to the FY11 and FY12 levels. The College has built its budget around those projections. The budget includes contingency funding to address funding projections shortfalls.

MSU BOZEMAN

Enrollment

	FY09 Actual	FY10 Actual	FY11 Actual	FY12 Actual	FY13 Budgeted
Resident	7,777	7,973	8,452	8,758	8,945
WUE	321	348	438	488	564
Non-resident	2,411	2,555	2,930	3,106	3,272
Total	10,509	10,876	11,820	12,352	12,782

Undergraduate	9,564	9,850	10,487	10,981	11,368
Graduate	945	1,026	1,075	1,038	1,037
Gallatin College			258	333	377
Total	10,509	10,876	11,820	12,352	12,782

MSU anticipates an increase in both enrollment and revenue for FY13. Our FY13 budget includes a headcount increase of 574 students, equating to 430 additional student FTE. Early numbers for fall semester support these projections, though we won't have final numbers until near the end of September. Since FY09, MSU has seen a 15% increase (1,168) in resident students and a 40% increase (1,104) in nonresident students, for a 21.6% increase overall. This represents a 22.8% increase in undergraduates and a 9.75% increase in graduate students.

For the past several years we have provided new tuition revenues to the Academic Affairs division to accommodate enrollment growth, with smaller increases to the Student Success division as well. The FY13 budget has committed \$600,000 in base funding, plus \$600,000 in one-time only funds, to Academic Affairs in support of enrollment growth for additional class sections. The budget also earmarks \$2M for strategic investment proposals, much of which will be awarded to the academic enterprise. The strategic investment proposal process was created last year to provide structure, transparency and campus involvement in the allocation of available funds. A call for proposals will begin in October and those providing the most value to MSU while aligning with the new strategic plan will receive highest priority for funding.

MSU BILLINGS

Enrollment

	FY09 Actual	FY10 Actual	FY11 Actual	FY12 Actual	FY13 Budgeted	FY13 Anticipated
Resident	3,653	3,895	4,127	3,992	3,992	3,822
Non-resident	142	134	149	190	190	180
WUE	246	230	280	296	296	296
Total	4,041	4,259	4,556	4,478	4,478	4,298
Undergraduate	3,083	2,991	3,162	3,121	3,121	3,063
COT	658	973	1,053	1,015	1,015	915
Graduate	300	295	341	342	342	320
Total	4,041	4,259	4,556	4,478	4,478	4,298

Management monitors enrollment against multiple-year trend lines on a weekly basis. During critical periods, it is also reviewed on a daily basis by Student Affairs administrators and Institutional Research staff.

Enrollment at MSU Billings tends to inversely follow changes in the economic status of the region. The enrollment growth of FY10 and FY11 occurred in the midst of a declining/stagnate regional economy. In FY12, in line with a recovering economy and Yellowstone unemployment of 4.8%, enrollment experienced a decrease and it is now anticipated that the FY13 enrollment will experience an additional 4% or 5% decrease. The following budget strategies may be used to address the impact of an estimated \$700,000 revenue shortfall:

- a. Use of vacancy savings from unfilled faculty lines
- b. Use of contingency funds
- c. Use of vacancy savings from administrative and professional positions

If additional funds are needed to offset the revenue shortfall, transfers will be requested from the Designated Revolving Reserve fund.

MSU NORTHERN**Enrollment**

	FY09 Actual	FY10 Actual	FY11 Actual	FY12 Actual	FY13 Budgeted
Resident	957	980	1,015	994	1,024
WUE	67	93	93	89	92
Non-resident	51	45	47	41	42
Total	1,075	1,118	1,155	1,124	1,158

Undergraduate	1,000	1,052	1,094	1,072	1,104
Graduate	75	66	61	52	54
Total	1,075	1,118	1,155	1,124	1,158

MSU-Northern budgeted for a modest 3% increase in annualized FTE enrollment this year (FY 2012: actual FTE enrollment of 1,124; FY2013: budgeted target of 1,158). As for headcount, last fall we posted 1,273 and, as of August 31, we have a second-week headcount of 1,308, resulting in a preliminary increase of 2.75% (35 students) and, as a result, a very modest increase in revenue. Within the FY13 budget, we have set aside 8% of the tuition revenue as a Tuition Shortfall Reserve. If enrollment meets that projection, we will continue our program of facilities upgrades and purchase of supplies and equipment based on individual department requests as measured against our four-step strategic initiative as outlined in the previous question.

GREAT FALLS COLLEGE**Enrollment**

	FY09 Actual	FY10 Actual	FY11 Actual	FY12 Actual	FY13 Budgeted
Resident	1,280	1,461	1,387	1,424	1,471
WUE	8	9	5	6	7
Non-resident	65	77	23	35	32
Total	1,353	1,547	1,415	1,465	1,510

Undergraduate	0	0	0	0	0
Graduate	0	0	0	0	0
COT	1,353	1,547	1,415	1,465	1,510
Total	1,353	1,547	1,415	1,465	1,510

As of this date, Great Falls College MSU anticipates a 2-3% decline in enrollment numbers for FY13 compared to FY12. Our FY13 budget was based on an anticipated FTE of 1,510; however, we do not anticipate reaching that goal after analyzing our enrollment patterns this summer and into the fall term.

Great Falls College MSU has implemented a data-driven program review process, which we will use to address current and future year budgets and expenditures. The college also plans to develop and implement a Strategic Enrollment Management plan over the next two to three years to target enrollments, adjust programs and services, and focus marketing efforts

Because of historically conservative budgeting, Great Falls College MSU has a reserve from which to make adjustments in a planned and timely manner, if necessary.

DAWSON CC

We anticipate maintaining our current enrollment or decreases due to the dearth of high school graduates in eastern Montana and the availability of high wage jobs that require no training or experience. We are retooling our marketing plan to make greater use of television and less of print and radio. We have decreased our waivers and the Board of Trustees is adopting a policy that will require athletics to recruit more Montanans and less out-of-state students to further this reduction. Our general recruitment and marketing strategy has moved to focus upon Montana students, and our CTE programs are marketing themselves to the regional student. We are working to develop short-term industry training for workers in the energy industry to generate additional revenue

FLATHEAD VALLEY CC

We anticipate enrollment declines during the current fiscal year as our local economy continues to improve and our enrollments begin to stabilize. We have budgeted for a decrease of 8.1% in tuition revenue due to this projected enrollment decline.

We have adopted a budget that addresses the anticipated tuition decline. This combined with the statutory funding formula for our state appropriations and the consistency of our local mill levy revenues provides a level of budget stability during times of enrollment fluctuations.

We do not anticipate challenges in reaching our budgeted revenue amounts in FY 2013.

MILES CC

Miles Community College is experiencing enrollment declines due to the oil boom in the Bakken area. Our summer semester enrollment was strong and our spring semester enrollment is traditionally higher than fall semester. The budget approved by the Miles Community College Board of Trustees in July reflects these factors. If enrollment does not continue to track as planned, mid-year budget cuts will be made in the same manner in which they were made in FY '12.