

MONTANA UNIVERSITY SYSTEM  
Mission Review  
November 2014

# The University of Montana Western

## **Memorandum of Understanding, 2014-2019**

This document serves as a Memorandum of Understanding between the Montana Board of Regents, the Montana University System, The University of Montana, and The University of Montana Western and as such depicts the University's scope, characteristics, and system and state contributions. This agreement helps guide the System and the University with regard to strategic directions that build on distinctive strengths and the leadership role that The University of Montana Western exercises as an affiliate campus in the Montana University System.

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Paul Tuss, Chair  
Montana Board of Regents

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Clayton Christian, Commissioner of Higher Education  
Montana University System

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Royce Engstrom, President  
The University of Montana

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Roberta Evans, Interim Chancellor  
The University of Montana Western

## **MISSION STATEMENT**

The University of Montana Western's (Montana Western) current mission statement is:

The University of Montana Western (Montana Western) provides innovative interdisciplinary education through experiential learning that combines theory and practice. Montana Western serves citizens of all ages with its academic, community service and lifelong learning programs. As part of the global community, Montana Western encourages diversity, international awareness, environmental responsibility and mastery of technology as a gateway to the world. (Approved by the BoR November 2006.)

### **1.0 INSTITUTIONAL CHARACTERISTICS**

#### **1.1 Profile**

Montana Western is a small, innovative, comprehensive, public, undergraduate university located in southwest Montana, Dillon. It is one of six baccalaureate granting universities authorized in the State of Montana and is a member of the four affiliates of the University of Montana. The university's Carnegie classification is Baccalaureate College/Diverse Fields.

Montana Western annually enrolls about 1,400 students and offers the depth and breadth of high quality academic programs of a larger university. The fundamental mission is undergraduate education and the focus is on student success in the classroom and in life. In response to a combined two-year and four-year mission, Montana Western offers a complement of certificate, associate degree and baccalaureate degree programs.

The university is accredited by the Northwest Commission on Colleges and Universities (NWCCU). The education program is accredited by the Council for the Accreditation of Education Preparation (CAEP) and the Montana Office of Public Instruction (OPI). The business and technology program is accredited by the International Assembly for Collegiate Business Education (IACBE).

#### **1.2 Role**

The Montana Code Annotated (MCA 20-25-253) states, "the primary purpose of the University of Montana-Western is for the instruction and training of teachers for the public schools of Montana." The School of Education offers programs in early childhood, elementary and secondary education. Additionally, Montana Western has developed other outstanding degree programs. The School of Business and Technology and College of Arts and Sciences offer programs in biology, business administration, environmental interpretation, environmental science, history, literature and writing, mathematics, natural horsemanship, equine studies, philosophy, social sciences, music and visual arts.

### 1.3 Distinctive Characteristics and Strengths

**Experience One.** Montana Western is the first and only public, four-year, higher education institution in the United States offering Experience One. Experience One promotes experiential learning through immersion scheduling. Students take and faculty teach one course at a time during a 3 ½ week block thus promoting teaching and learning. Four blocks are offered each fall and spring term (Blocks 1 through 8). Most block courses are four credits. Montana Western adopted Experience One scheduling for all first-time baccalaureate-seeking freshmen in fall 2004, with full transition to Experience One occurring fall 2005. Experience One has proved to enhance student learning, success, retention and persistence. Experience One is a successful reinvention of the university.

**Dedicated Faculty.** Montana Western courses are taught by distinguished and dedicated faculty (not teaching assistants). Faculty have chosen to be part of an innovative approach to education, Experience One, because they are committed to student success and they believe it's a superior way to prepare students for their future and careers.

**Campus History.** The Enabling Act of 1889 authorized statehood for Montana and set aside 100,000 acres of the public domain (the income thereof) for the establishment and support of a state normal school. The site was settled in Dillon in 1893, and the school opened in September 1897. Montana Western became a four-year affiliated campus of The University of Montana in July 1988 under the name Western Montana College of The University of Montana. The name was changed to the University of Montana Western in 2001, in recognition of the growing breadth and strength of academic programs.

**NWCCU Core Themes.** Montana Western developed three core themes in 2011 to meet the requirements of the Northwest Commission on Colleges and Universities (NWCCU).

1. Continuously improve undergraduate education and experiential learning.
2. Maximize campus-wide support for student success and completion.
3. Foster responsible campus efficiency and stewardship of resources.

These core themes were submitted to and recognized by the NWCCU in 2011.

**Strategic Plan.** The collective goal at Montana Western is to provide students with the finest undergraduate experience possible. To achieve that goal, Montana Western recently approved a new strategic plan entitled *Experience the Difference: A five year strategic plan (2014-2019) for the University of Montana Western*. Experience the Difference aligns with the Board of Regent's *Montana University System Strategic Plan 2014* and provides a framework for campus decision-making. Experience the Difference articulates university's priorities and goals. The five strategic priorities are:

1. Encourage academic excellence and innovation.
2. Develop, strengthen and expand creative co-curricular programs and campus collaborations to promote student learning, development, retention and success.

3. Develop enrollment management strategies that support the experiential mission and contribute to the student success.
4. Employ human resource strategies that support the experiential mission and attract and retain a highly qualified, diverse mix of faculty and staff.
5. Maintain facilities and infrastructure commensurate to the mission and priorities of the university.

Montana Western's Strategic Plan Steering Committee monitors and documents progress on completing the goals and objectives.

#### **1.4 Areas of Commonalities**

Most baccalaureate institutions in the MUS, including Montana Western, offer similar programs in education, business and the arts and sciences.

#### **1.4 Peer Institutions**

Where relevant, Montana Western conducts institutional comparisons relying on data and information from this list and others and draws upon national studies conducted by professional associations and other institutions such as the College and University Professional Association for Human Resources (CUPA-HR) salary studies and the Integrated Postsecondary Education Data System (IPEDS) to benchmark instructional costs, productivity, competitiveness, compensation, academic and service programs, and sources of revenue. See Appendix A for a list of best-match IPEDS institutions and target peer-group institutions utilized in the recent fund allocation model.

### **2.0 ACADEMIC PROFILE**

#### **2.1 Academic programs**

##### **Program array.**

Certificate	3
Associate	8
Bachelor	44

**General education program.** The purpose of the general education program is fivefold: (1) to introduce all students to the core arts and sciences disciplines, (2) to prepare students for university-level thinking, (3) to help students develop the skills and knowledge necessary for lifelong learning, (4) to give each student a foundation in democratic values, and (5) to foster engaged participation in a global society. The general education program is experiential, multidisciplinary, and multicultural. The program is distinctive because it is delivered via Experience One. In 2013, Montana Western adopted the Liberal Education and America's Promise (LEAP) Essential Learning Outcomes (ELOs) to assess the broad impact of the general education program on student learning outcomes.

## **Class size analysis and student-faculty ratios.**

### Fall 2013

#### Average Class Size

Lower division (100- & 200-level)	18.15
Upper division (300- & 400-level)	12.25
All classes LD & UD	15.94
UG Student to Faculty ratio*	17.8 to 1
(*1391 students / 78 FTE faculty)	
Organized class sections per faculty FTE**	4.33
(**338 classes / 78 faculty, 72 FT faculty + 19 PT faculty/3 = 78)	

See Appendix B1 for undergraduate degree recipients by college, 2013-14; Appendix B2 for graduate degree recipients by college, 2013-14; and Appendix B3 for faculty characteristics and faculty productivity.

## **2.2 Technology and Instruction**

Montana Western uses technology to enhance, support and extend the learning environment. Locally networked systems support administrative and academic computing. Remote systems support human resources, finance, budget, and house the finance and student data warehouses. The campus has wired and wireless infrastructure, smart classrooms, and a learning management system. On-line course offerings consist of more than 200 course sections and some 500 course registrations, with the number increasing each semester. Montana Western offers five online programs (three certificates, one associate and one baccalaureate). Blended courses have become more common, balancing some face-to-face instruction with on-line interaction. Montana Western uses the same learning management system (Moodle) as the University of Montana Missoula, Montana Tech, and Helena College.

## **2.3 Alternative Scheduling**

All of Montana Western's daytime, campus-based courses are offered on the block schedule (Blocks 1 through 8). The campus also schedules traditional semester-long stringer classes, weekend classes, evening classes and summer session classes (Blocks A, B, and C). Montana Western meets the needs of place-bound students across the state via distance delivery of online and off-campus courses and degree programs. Montana Western delivers face-to-face instruction of its early childhood education programs in seven Montana communities (Billings, Bozeman, Butte, Dillon, Great Falls, Helena and Missoula).

## **3.0 STUDENTS**

### **3.1 Student Characteristics and Student Services**

Appendix C1 shows a profile of Montana Western students, predominantly Montana residents with women in the majority. The average composite ACT score is 20 (see Appendix C2). Between 55 and 60 percent of entering first-year students require developmental math or English or both. Montana Western provides a range of student services, including residence life, dining, clubs and organizations, advising, counseling, wellness, health (through a partnership with Community Health), athletics, recreation and select intramural sports, lectures, cultural events, tutoring, financial aid, and work-study opportunities.

### **3.2 Retention and Graduation Rates**

Montana Western is committed to student success. In addition to implementation of Experience One in 2005, the university has continued to improve academic advising, career advising, financial literacy, career services, and veteran services. The academic advising center works with all incoming freshman and transfer students to ensure that they select appropriate classes and all students needing remediation remain with a general advisor or a TRiO advisor until they complete remediation. The learning center offers workshops on different topics related to being a successful student both within the classroom and in an open format on Wednesdays. Career services expanded both in terms of the types of workshops and services offered. A free on-line resume service is available to all students and alumni which helps our students when they are seeking employment. Montana Western received two grants from OCHE to open a center for military veteran students and their dependents, and to hire a financial literacy coordinator. The Veteran and Military Exchange (VMX) is staffed by personnel from administrative offices to make sure these students have access to information and resources as they transition into the civilian world. The financial literacy coordinator works to educate the Montana Western student body about loan debt, making smart financial decisions, and understanding how the academic choices one makes impact their potential loan debt.

All of these efforts have paid off. The retention rate for all Montana Western students (bachelors and associate programs) from fall 2010 to fall 2011 was up from 68 to 70 percent. Retention of first-time, fulltime first-year bachelor degree seeking students reached an all-time high of 77 percent in fall 2011 to fall 2012—the retention rate in fall 2003 was 62 percent (see Appendix C3).

In 2010, the university reported a six-year graduation rate goal of 50 percent. The university recently exceeded that goal with a 52 percent graduation rate for the 2008 freshman cohort. Since adopting Experience One, Montana Western has steadily increased 6-year graduation rates from 31 percent for the 2005 cohort to 52 percent for the 2008 cohort (see Appendix C3).

Montana Western awarded 192 degrees the year before Experience One was adopted. Since that time degree production has increased and in academic years 2012, 2013 and 2014 Montana

Western awarded 279, 254, and 294 degrees, respectively. That represents a 32- to 53-percent increase in degree productivity. Based on increased retention, increased student success, and higher degree productivity, Experience One has proven to be a huge success for the university.

### **3.3 Student Satisfaction and Student Learning**

The National Survey of Student Engagement (NSSE) was administered to first year and senior students in spring 2008. The results demonstrated beyond question that Experience One works—students reported higher than average satisfaction with their educational experience. Montana Western is preparing to administer the NSSE again in spring 2015.

Assessment of student learning outcomes is an ongoing process. The university recently prepared an ad hoc report for submission to the Northwest Commission on Colleges and Universities. The report documents high levels of student success and details steps the university is taking to establish learning outcomes and develop uniform assessment processes throughout the curriculum.

### **3.4 Enrollment Trends, Projections and Challenges**

The university continues to experience steady and sustainable enrollment growth, both in student headcount and fulltime equivalent (FTE) students. The fall 2013 campus census documented 1,391 students. Annualized FTE for FY14 was 1,410. There was a 40.2 percent increase in annualized FTE from FY04 to FY14—the largest 10-year increase among all of the four-year campuses. Experience One is not only attracting first-time students, and retaining them, but is mentioned by a growing number of students as a primary reason for coming to Montana Western. The key factors in projecting steady enrollment growth are Experience One, focus on recruiting, marketing and retention, enhanced academic reputation and improved student success.

See Appendix C4 for enrollment summaries and Appendix C5 for a summary of degrees awarded.

### **3.5 Student Finances**

The average cost of attendance for a resident student at Montana Western is just under \$12,500 per year, inclusive of tuition and fees, room and board, and books. The average cost of attendance for non-resident students is just over \$23,000. For full-time, lower level students Montana Western tuition is \$1,545 per semester for residents and \$7,075 for nonresidents. Fees are \$531 per semester. For upper division students the rates are \$2,154 and \$7,281 per semester, respectively. There is currently no increase in rates above 12 credits a semester. These figures stabilized during the most recent biennium largely due to two factors: CAP tuition freezes and a leveling of cost of living rates in the Dillon area. Increases in base Pell Grant funding will assist students, but borrowing is at an all-time high at Montana Western with aggregate debt averaging about \$28,000 at graduation for six-year seniors, \$26,500 at graduation for five-year seniors and \$22,000 for four-year seniors.



## **4.0 PUBLIC OUTREACH, RESEARCH, & TECHNOLOGY TRANSFER**

### **4.1 Outreach Programs**

Montana Western is committed to serving lifelong learners of all ages through the School of Outreach. These opportunities supplement Montana Western's traditional academic programs. Courses are offered for college credit, continuing education unit, professional development, or no-credit options. Offerings include day, night and weekend classes; semester, seminar and workshop formats; and web-based and computer-based courses.

The following lists a few signature outreach programs.

- Road Scholar – Educational travel programming in the northern Rocky Mountain Region. Montana Western offers over 50 programs per year—attracting more than 1000 participants annually.
- Youth Challenge college classes – High achieving students in the National Guard sponsored Youth Challenge program complete up to four college credits at Montana Western.
- Speaker Series – Several free speaker series are sponsored by the Environmental Science Department, the English Department, and the School of Outreach. All programs are open to the general public.

### **4.2 Funded Research/Sponsored Projects Program Profile**

Montana Western maintains a modest but important research and sponsored program agenda. Grant activities fall into two general categories, educational and research. These activities are consistent with the mission of the university. Over the past seven years, annual grant expenditures have ranged from a low of \$489,544 and a high of \$846,831. The average number of active grant-funded programs in a given year was 14.

### **4.3 Inventions, Patents, and Spinoff Companies**

Although Montana Western faculty are actively engaged in scholarly activities, as evidenced by published papers, books, articles, collaborations, etc., the nature of the university's educational mission has not resulted in development of inventions, patents and spinoff companies.

### **4.4 Community Engagement**

Montana Western has been an active member in the Campus Compact program and the Compact Service Corps program--offering opportunities for students to engage in service work through their academic disciplines and earn educational stipends. One project of particular note is the community garden outreach with the middle school. The middle school now has several garden beds that are maintained by the students and science teachers and there has been a lot of education to these students by Montana Western students about healthy eating and lifestyles. In addition the campus garden is present at the weekly farmers market to do



educational outreach about these topics. Each fall harvest from the garden is donated to the local food. Funding for the Compact Service Corps program was discontinued in August 2014 at the federal level; however, work on the campus and community gardens continue.

Additional service activities include the Student Senate's recycling and Safe Ride programs; biology faculty partnerships with the local high school; environmental science faculty and student partnerships with the BLM, Fish Wildlife and Parks, and the Nature Conservancy; business faculty and student collaboration with the Chamber of Commerce and small businesses; Terra Verde club's Earth Day community cleanup activities; and student success staff hosting College Sunday, College Goal Montana, and a night of free FASFS help. These activities go beyond our normal educational mission and serve a larger, external community.

Additionally, more than 10,000 people annually attend theater, music, dance, art, and media arts performances, exhibitions, lectures, readings and screenings on the Montana Western campus. Beier Auditorium is the largest performing arts center in southwest Montana and Main Hall, with theaters, museum and art exhibits, is the center of cultural activities in the region. The university, and particularly the student senate, partners with the Southwest Montana Arts Council and other organizations to bring performing and visual arts events to campus and the community in Main Hall.

The Veteran and Military Exchange (VMX) was dedicated in 2013 and is open to the public. Veterans from the community volunteer weekly in the center to help our veteran students and their dependents have a smooth transition to college.

#### **4.5 Special Recognition**

In 2009, Dr. Robert Thomas, was recognized as the National Outstanding Baccalaureate Colleges Professor of the Year by the Carnegie Foundation for the Advancement of Teaching and the Council for Advancement and Support of Education (CASE). Four Montana Western faculty members, Drs. Michael Morrow, Julie Bullard, Delena Norris-Tull, and Sarah Glasgow, were subsequently honored in 2010, 2011, 2012 and 2013 with the Montana Professor of the Year awards. The Carnegie Foundation's recognition of Montana Western faculty and staff can be attributed to Montana Western's decade long effort to improve faculty teaching and student learning through implementation of Experience One.

Montana Western student, Jessica Lammi was named the 2014 Newman Civic Fellow for her volunteer work with Dillon youth and impoverished citizens in Peru.

#### **4.6 Peer Comparisons**

Montana Western received the following rankings from U.S. New and World Report's college rankings from 2010 to the 2014.

<u>2014</u>	17 <sup>th</sup>	Best Regional Colleges in the West
	4 <sup>th</sup>	Top Regional Public Colleges in the West

<u>2013</u>	17 <sup>th</sup> 4 <sup>th</sup>	Best Regional Colleges in the West (tie) Top Regional Public Colleges in the West
<u>2012</u>	21 <sup>st</sup> 4 <sup>th</sup>	Best Regional Colleges in the West Top Regional Public Colleges in the West
<u>2011</u>	12 <sup>th</sup> 5 <sup>th</sup>	Best Regional Colleges in the West Top Regional Public Colleges in the West
<u>2010</u>	18 <sup>th</sup> 5 <sup>th</sup>	Best Regional Colleges in the West Top Regional Public Colleges in the West

Montana Western was also ranked by the Educate to Career College Index among the top 100 campuses to improve the earnings and employment of their students.

## **5.0 SYSTEM COLLABORATION**

### **5.1 Collaborations with K-12**

Montana Western is engaged in numerous collaborative programs with K-12. For example, two biology faculty members collaborate on a research project with a teacher and students at Beaverhead County High School. The School of Education works with K-12 districts across the state to place student teachers, evaluate effective practices and provide professional in-service training. Education faculty and students also host rural schools on campus as part of the Teacher Education Program (TEP). The School of Outreach offers dual-credit classes to high achieving high school students in southwest Montana. The School of Outreach also operates the Birch Creek Outdoor Education Center, which annually hosts approximately 800 middle school students who participate in the outdoor education curriculum, *Pioneering Discoveries*.

### **5.2 Program Partnerships**

Partnership development is important to advance the mission of and support for the university. Montana Western's partnership efforts include, but are not limited to, program development with the Helena and Great Falls higher education centers, non-profit organizations (e.g., Nature Conservancy, Montana Campus Corps, Big Hole Watershed Committee, and Montana Center for Horsemanship), government agencies (e.g., Department of Health and Human Services, Bureau of Land Management, U.S. Forest Service, and Montana Fish Wildlife and Parks) and for-profit organizations (e.g., La Cense, Harrington Pepsi and PIMA Medical Institute).

### **5.3 Participation in System Initiatives**

Montana Western is an active partner in the OCHE led common course numbering, developmental education reform, performance based funding, prior learning assessment,

financial literacy education, and veteran's services initiatives. Montana Western also supports and follows the Montana Board of Regents Strategic Plan 2010.

#### **5.4 Support for Campuses Affiliated with the University**

Montana Western has many program partnerships across the MUS. These include extensive collaboration with the Board of Regents, Office of the Commissioner of Higher Education and other MUS campuses. The following lists a few of these system-wide partnerships:

- MSU-Missoula managed NSF EPSCoR grants
- MSU-Bozeman managed INBRE grant
- MSU-Billings managed Special Education Project
- MUS Data Systems Integration
- Delivery of education courses in all Montana communities with MUS campuses.
- Higher Education Consortium
- Montana Early Childhood Higher Education Consortium

#### **5.5 Support/Collaboration with Other Campuses (cc's, tribal colleges, other)**

Montana Western collaborates with other colleges and universities in the Montana University System. Through sponsored program activities, two-plus-two degree partnerships, and professional development programming, the university expands its educational and service mission throughout the State of Montana. Gallatin College and Montana Western are consortium partners in a Perkin's grant to promote Big Sky Pathways and develop career and technical education programs. Montana Western's Early Childhood Education program serves seven Montana communities with face-to-face courses and a broader statewide audience with online courses. The university collaborates with UM-Missoula to deliver an online library media endorsement program. Elementary and secondary education coursework is also available through collaborative programming with Helena College, Highlands College, and Montana Tech.

Montana Western works with local high schools and the Montana Digital Academy to offer dual-credit coursework to high school juniors and seniors. Dual-credit enrollments over the past four years have averaged 25 students. Twenty nine students were enrolled in dual credit courses in 2014. The university is also collaborates with the Montana Digital Academy to utilize EdReady as a university placement and math curriculum enhancement tool.

## 6.0 OPERATING BUDGET

Montana Western has had continuous improvement and stability in its operating budget over the last decade. Increased student enrollment combined with strategic budget initiatives have enabled Montana Western to be innovative and bold in the development of Experience One scheduling. It has also provided investment in retention and marketing efforts including new tenure-track faculty lines, improved academic advising, learning center and career services, veteran's center and facility improvements. Montana Western is attracting more students and improving its academic reputation due to investments in unique quality programs and services.

REPORTING METRIC EXPENDITURES PER STUDENT							
	FY10 <u>Actual</u>	FY11 <u>Actual</u>	FY12 <u>Actual</u>	FY13 <u>Actual</u>	FY14 <u>Actual</u>	FY15 <u>Budgeted</u>	Growth <u>Rate</u>
University of Montana							
	\$		\$				
UM-Missoula	10,706	\$10,990	11,441	\$12,358	\$12,666	\$ 13,648	6.3%
UM-MT Tech	11,741	11,370	11,258	11,783	11,867	12,239	1.9%
UM-Western	9,445	9,198	9,323	9,519	9,787	10,452	3.2%
UM-Helena College	6,927	6,049	6,353	7,473	7,639	8,744	9.6%
Montana State University							
MSU-Bozeman	12,904	12,570	12,510	13,346	13,422	13,905	2.6%
MSU-Billings	9,267	8,947	9,130	9,691	10,183	10,431	3.9%
MSU-Northern	13,070	12,977	12,764	13,041	13,734	14,373	2.6%
MSU-Great Falls College	7,232	7,529	7,133	7,605	8,087	8,716	3.7%
Community Colleges							
Dawson	8,990	9,501	10,997	12,899	15,712	15,759	13.5%
Flathead Valley	7,151	7,479	8,474	8,985	10,784	11,646	11.7%
Miles City	11,569	11,608	12,007	12,838	15,790	15,953	8.3%
Source: Montana University System Operating Budget Metrics BoR Sept 2014							

## APPENDICES

### APPENDIX A – PEER INSTITUTIONS

#### Best-Match IPEDS Peer-Group Institutions

Dickinson State University (Dickinson, ND)  
Harris-Stowe State University (Saint Louis, MO)  
Lewis-Clark State College (Lewiston, ID)  
Lyndon State College (Lyndonville, VT)  
Northern State University (Aberdeen, SD)  
Mayville State University (Mayville, ND)  
Montana State University-Northern (Havre, MT)  
Ohio State University-Lima Campus (Lima, OH)  
Oklahoma Panhandle State University (Goodwell, OK)  
University of Hawaii-Hilo (Hilo, HI)  
University of Hawaii-West Oahu (Kapolei, HI)  
University of Maine at Farmington (Farmington, ME)  
University of Minnesota-Crookston (Crookston, MN)  
Valley City State University (Valley City, ND)

#### Target Peer-Group Institutions

Cornell College (Vernon, IA)  
Tusculum College (Greenville, TN)  
Colorado College (Colorado Springs, CO)

**APPENDIX B1 – UNDERGRADUATE DEGREES, 2008-2014**

**Student Success-Degree Production-Degree Awarded by Type**

	2008- 2009	2009- 2010	2010- 2011	2011- 2012	2012- 2013	2013- 2014
Certificates	4	2	2	3	2	2
Associate Degree	30	26	26	68	49	92
Bachelor Degree	128	171	176	208	203	200

**2013-14 AY Bachelor's Degree Award by Program**

	Total	
	Number	Percent
Bachelor of Arts	34	17
Bachelor of Applies Science	1	1
Bachelor of Science	25	12
Bachelor of Science Business	52	26
Bachelor of Science Early Childhood Development	9	4
Bachelor of Science Elementary Education	46	23
Bachelor of Science Secondary Education	30	15
Bachelor of Science Natural Horsemanship	3	2

**APPENDIX B2 – GRADUATE DEGREES Not applicable**

### APPENDIX B3 – FACULTY CHARACTERISTICS AND PRODUCTIVITY

<i>Faculty Characteristics</i>		<b>All Faculty (Instructional and Other)</b>					
		<b>Headcount</b>			<b>Percentage of Total</b>		
		<b>FT</b>	<b>PT</b>	<b>Total</b>	<b>FT</b>	<b>PT</b>	<b>Total</b>
<b>UMW Total Faculty</b>		63	28	91	100	100	100
	Nonresident (international)	1		1	1		1
	Women	30	13	43	48	46	47
	Men	33	15	48	52	54	53
<b>Tenure Status</b>							
	Tenured (CT)	26		26	41		29
	Tenure Track (PT)	19		19	30		51
	Nontenurable (NT)	18	28	46	28	100	50
<b>Rank</b>							
	Professor	21			33		33
	Associate Professor	15			24		24
	Assistant Professor	12			19		19
	Instructor/Educator	15	28		24	100	24
	Lecturer						
<b>Total Full Time Equivalent (FTE)</b>		<b>63</b>	<b>28</b>	<b>91</b>	<b>69</b>	<b>31</b>	<b>100</b>
<b>Have doctorate, FP or other terminal degree</b>		<b>47</b>	<b>7</b>	<b>54</b>	<b>75</b>	<b>25</b>	<b>59</b>
	Highest degree is Doctorate (Phd, EdD)	43	3	46	68	11	51
	Highest degree is Juris Doctor (FP degree)	1	1	2	2	4	2
	Terminal masters or other terminal degrees	3	3	6	5	11	7

*Productivity.* Montana Western faculty publish articles and papers in regional, national and international journals and books and obtain competitive grants from the National Science Foundation, National Institutes of Health and the U.S. Department of Education, as examples.



**APPENDIX C1 – STUDENT CHARACTERISTICS**

	<b>Headcount</b>	<b>%</b>		<b>Headcount</b>	<b>%</b>
<b>Gender</b>	1391	100	<b>Ethnicity</b>		
Men	594	43	Caucasian	1267	91
Woman	797	57	Minority	96	6
			Foreign	3	1
			Not		
<b>Residency</b>			Reported	25	2
Resident	1080	78			
Nonresident	311		<b>Age</b>		
WUE	221	16	Less than		
Non-WUE	90	6	25	1116	80
			Older than		
			25	275	20
<b>Academic Level</b>					
Undergraduate	1323	95	<b>Attendance</b>		
Post-Bacc	68	5	Full-Time	1193	86
			Part-Time	198	14

**APPENDIX C2 – TEST SCORES**

**UMW Academic Preparedness – SAT and ACT Test Scores**

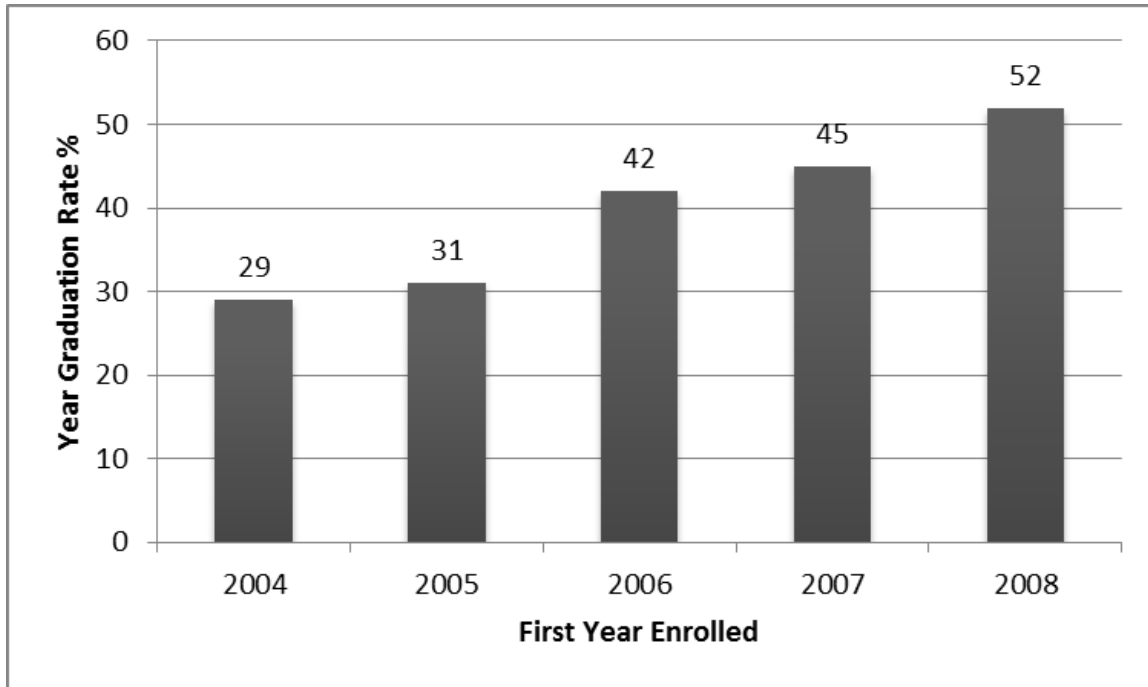
Percentage of 2013 Freshman Class with Test Scores in the following Ranges

SAT Score Range	Reading	Math	Writing
700-800	1	1	n/a
600-699	7	8	n/a
500-599	27	27	n/a
400-499	42	55	n/a
300-399	22	8	n/a
200-299	1	1	n/a
Total	100	100	n/a
Average Test Scores	470	482	n/a

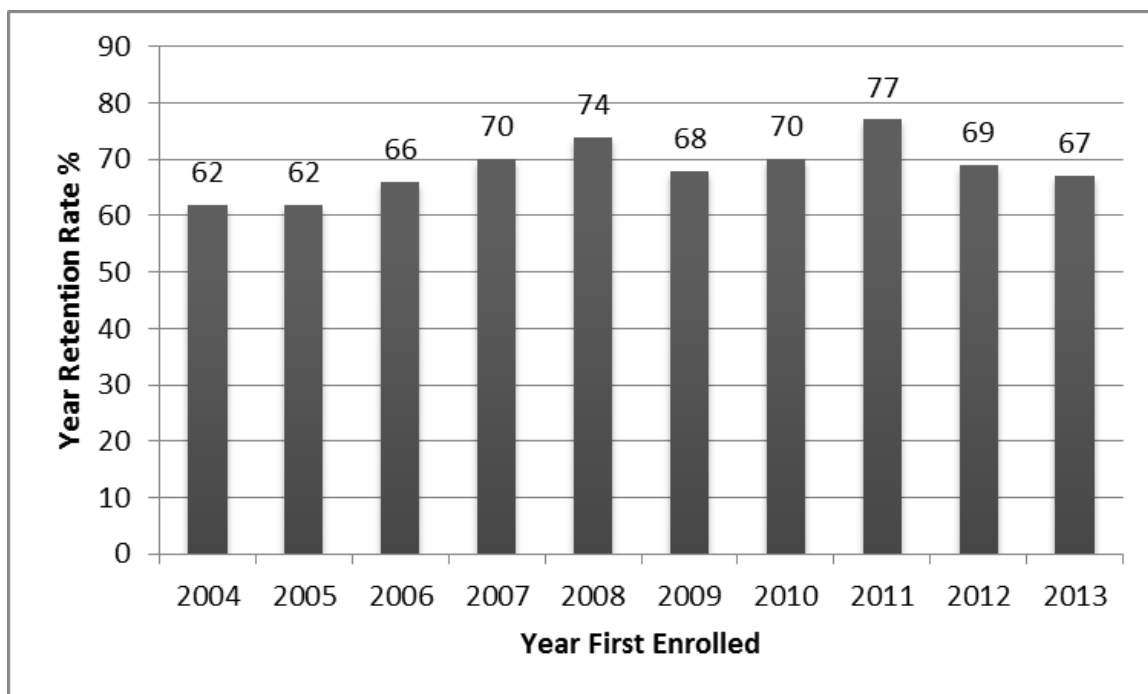
ACT Score Range	Composite	Reading	Writing
30-36	0	1	1
24-29	15	16	16
18-23	54	47	44
12-17	31	28	39
6-11	0	8	0
Below 6	0	0	0
Total	100	100	100
Average Test Scores	20	19	20

### APPENDIX C3 – RETENTION AND GRADUATION RATES

#### Bachelor Degree Seeking 1<sup>st</sup> Time Full Time Freshman UMW 6-Year Unadjusted Graduation Rate



#### Bachelor Degree Seeking 1<sup>st</sup> Time Full Time Freshman UMW 10-Year Retention Rate (returned for second year)



## APPENDIX C4 – ENROLLMENT TRENDS

### UMW – Most Recent 10-Year Fall Semester Enrollments

<u>FALL SEMESTER</u>	<u>2004</u>	<u>2005</u>	<u>2006</u>	<u>2007</u>	<u>2008</u>	<u>2009</u>	<u>2010</u>	<u>2011</u>	<u>2012</u>	<u>2013</u>
Total Headcount	1146	1159	1176	1148	1190	1255	1365	1379	1447	1391
Trad 1st-time Frosh	212	205	227	245	216	211	233	244	279	243
Non-trad 1st-time Frosh	<u>28</u>	<u>25</u>	<u>18</u>	<u>7</u>	<u>11</u>	<u>29</u>	<u>24</u>	<u>20</u>	<u>9</u>	<u>8</u>
Total 1st-time Frosh	240	230	245	252	227	240	257	264	288	251
Other Freshmen	166	181	183	161	175	197	204	190	189	208
Total Freshmen	406	411	428	413	402	437	461	454	477	459
Sophomores	194	216	215	235	257	196	257	240	270	239
Juniors	207	196	198	189	218	254	211	245	234	235
Seniors	271	283	283	269	273	320	367	382	388	386
Unclassified	0	0	5	3	0	0	0	0	0	4
Post-Baccalaureate	68	51	47	39	40	48	69	58	77	68
Other (including Grad)	0	2	0	0	0	0	0	0	1	0
New Transfers	105	153	139	109	98	124	138	137	153	98
Full-time Students	906	941	956	962	992	1041	1154	1185	1233	1193
Male	448	441	460	480	488	514	558	548	583	541
Female	458	500	496	482	504	527	596	637	650	634
Part-time Students	240	218	220	186	198	214	211	194	46	198
Male	33	32	47	49	41	45	36	37	8	30
Female	207	186	173	137	157	169	175	157	38	118
Male	481	473	507	529	529	559	594	585	591	594
Female	665	686	669	619	661	696	771	794	688	797
Montana Residents	974	979	946	857	915	992	1070	1078	1138	1080
NR Other States	165	173	223	284	269	260	293	298	306	311
WUE	127	134	178	215	201	195	206	188	224	221
NR Foreign	7	7	7	7	6	3	2	3	3	3
FTE - As of 15th day	1023	1048	1069	1062	1097	1171	1289	1325	1376	1364
FTE - After 15th day	5	31	25	20	26	18	16	9	41	24

## APPENDIX C5 – DEGREES AWARDED

### The UNIVERSITY of MONTANA WESTERN DEGREES CONFERRED -- MOST RECENT TEN (10) ACADEMIC YEARS\*

	2004-05	2005-06	2006-07	2007-08	2008-09	2009-10	2010-11	2011-12	2012-13	2013-14
<u>One Year Certificates</u>										
Early Childhood Certificate	0	0	4	3	3	2	2	3	2	2
<b>Total One-Year Certificates</b>	0	0	4	3	3	2	2	3	2	2
<u>Associate Degrees</u>										
AA General	0	2	4	0	3	1	2	7	6	9
AS General	2	2	3	1	2	8	7	20	25	54
AAS Business	5	4	2	2	4	1	2	4	1	1
AAS Early Childhood Education	32	21	15	7	15	8	11	27	8	21
AAS Education Studies	0	0	10	6	0	0	0	1	0	4
AAS Equine Studies	4	2	0	7	4	6	2	6	5	2
AAS Natural Horsemanship	0	0	0	0	1	2	2	3	3	1
AAS Tourism and Recreation	5	3	1	2	1	0	0	0	1	0
<b>Total Associate Degrees</b>	48	34	35	25	30	26	26	68	49	92
<u>Baccalaureate Degrees</u>										
Bachelor of Applied Science	1	0	4	1	4	0	2	4	2	1
Bachelor of Arts Anthropology and Sociology								3	2	1
English	7	1	7	1	7	4	7	11	7	7
English and Secondary Ed.	4	4	3	5	6	0	3	4	9	2
Global Politics									5	3
Interdisciplinary Social Science	14	12	10	9	7	5	9	10	5	2
Interdisciplinary Social Science and Secondary Ed.	7	8	6	2	2	0	1	0	0	1
Modern History							5	4	5	7
Modern History (History) and Secondary Ed.	3	5	3	2	2	4	0	1	6	5
Psychology								2	5	6
Visual Arts Option	4	6	3	5	3	1	4	6	7	8
<b>Sub Total BA</b>	39	36	32	24	27	14	29	41	51	42
Bachelor of Science Biology	3	5	3	5	6	9	10	15	11	11

Biology and Secondary Educ.	2	3	1	1	0	2	0	2	0	0
Business Administration	31	38	37	36	28	48	49	46	42	52
Early Childhood Education	7	3	6	7	2	12	11	9	10	9
Earth Science and Secondary Educ.			0	0	0	4	1	0	0	0
Elementary Education	38	52	43	37	24	28	37	32	34	46
Environment Interpretation			0	0	3	7	1	8	5	4
Environmental Science	7	5	11	9	8	9	3	7	2	4
General Science Broadfield and Secondary Ed.	0	2	2	1	1	3	1	2	4	0
Health and Human Performance								2	8	7
Mathematics								1	1	0
Mathematics and Secondary Ed.	0	11	1	2	1	1	7	2	1	1
Natural Horsemanship			1	7	6	17	8	5	9	3
Secondary Education Art K-12	3	6	3	0	4	3	1	3	3	2
Secondary Education Business and Computer App	1	2	1	3	4	3	1	4	1	0
Secondary Education Industrial Technology Education	6	2	4	3	3	0	2	2	2	1
Secondary Education Music Education K-12	0	0	0	0	0	0	2	1	1	1
Secondary Education Physical Education & Health K-12	6	10	15	12	7	11	11	22	16	16
<b>Sub Total BS</b>	<b>104</b>	<b>139</b>	<b>128</b>	<b>123</b>	<b>97</b>	<b>157</b>	<b>145</b>	<b>163</b>	<b>150</b>	<b>157</b>
<b>Total Baccalaureate Degrees</b>	<b>144</b>	<b>175</b>	<b>164</b>	<b>148</b>	<b>128</b>	<b>171</b>	<b>176</b>	<b>208</b>	<b>203</b>	<b>200</b>
<b>Total Degrees &amp; Certificates Conferred</b>	<b>192</b>	<b>209</b>	<b>203</b>	<b>176</b>	<b>162</b>	<b>199</b>	<b>204</b>	<b>279</b>	<b>254</b>	<b>294</b>