



Montana University System

Version #5

UNIVERSITY OF MONTANA

Missoula
MT Tech
Helena
Western

MONTANA STATE UNIVERSITY

Bozeman
Billings
Great Falls
Northern

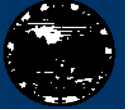
COMMUNITY COLLEGES

Dawson
Flathead Valley
Miles

Montana's 2-Year Education Delivery System

Planning for a More Coordinated 2-Year Education Delivery System

Presentation to the PEPB Subcommittee
March 13, 2008



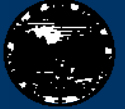
Montana's 2-Year Education Delivery System

Purpose of Presentation

Describe current situation in 2-year education in Montana, including the mission and role related to 2-year education in the Montana University System;

and

Offer guiding principles & strategies as a foundation for a more coordinated approach to 2-year education in Montana, including the Montana University System.

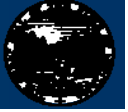


Montana's 2-Year Education Delivery System

Current Situation

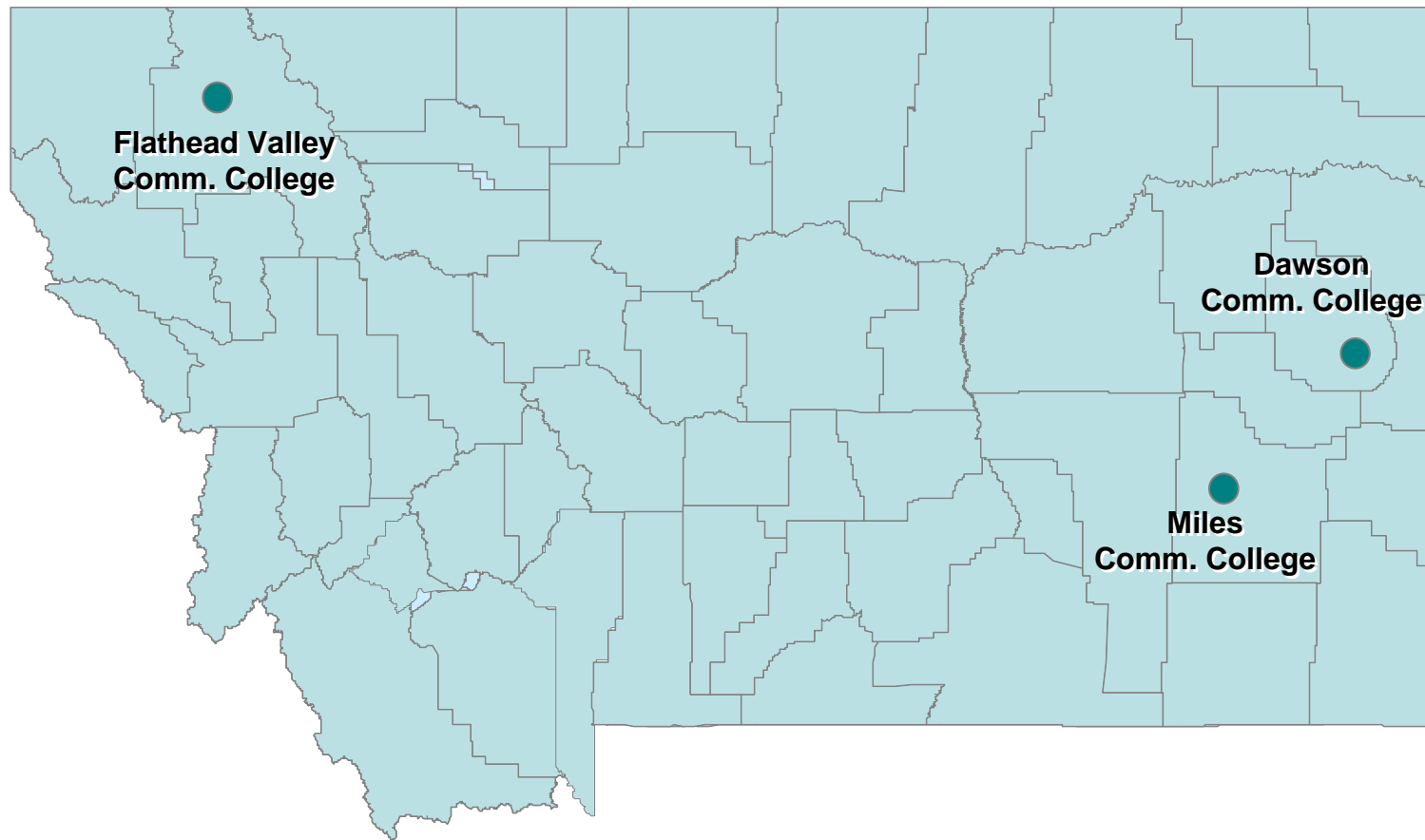
Delivery of Services

- Community Colleges
- Colleges of Technology
- 2-Year Offerings at 4-Year Colleges
- Higher Education Centers
- Tribal Colleges
- Distance Learning



Montana's 2-Year Education Delivery System

Community Colleges



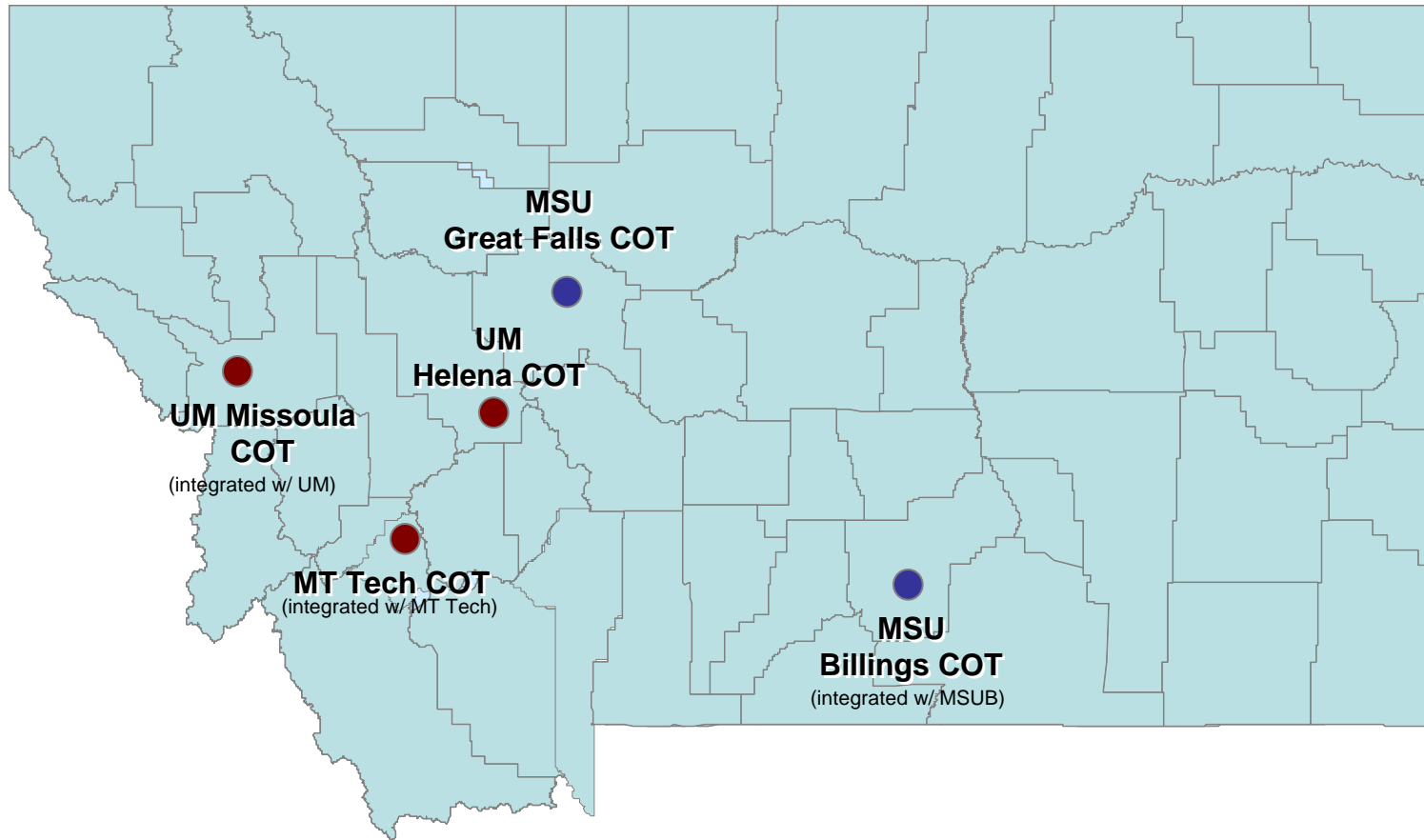
MONTANA UNIVERSITY SYSTEM



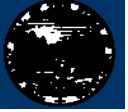
Montana's 2-Year Education Delivery System

Colleges of Technology

Current Situation



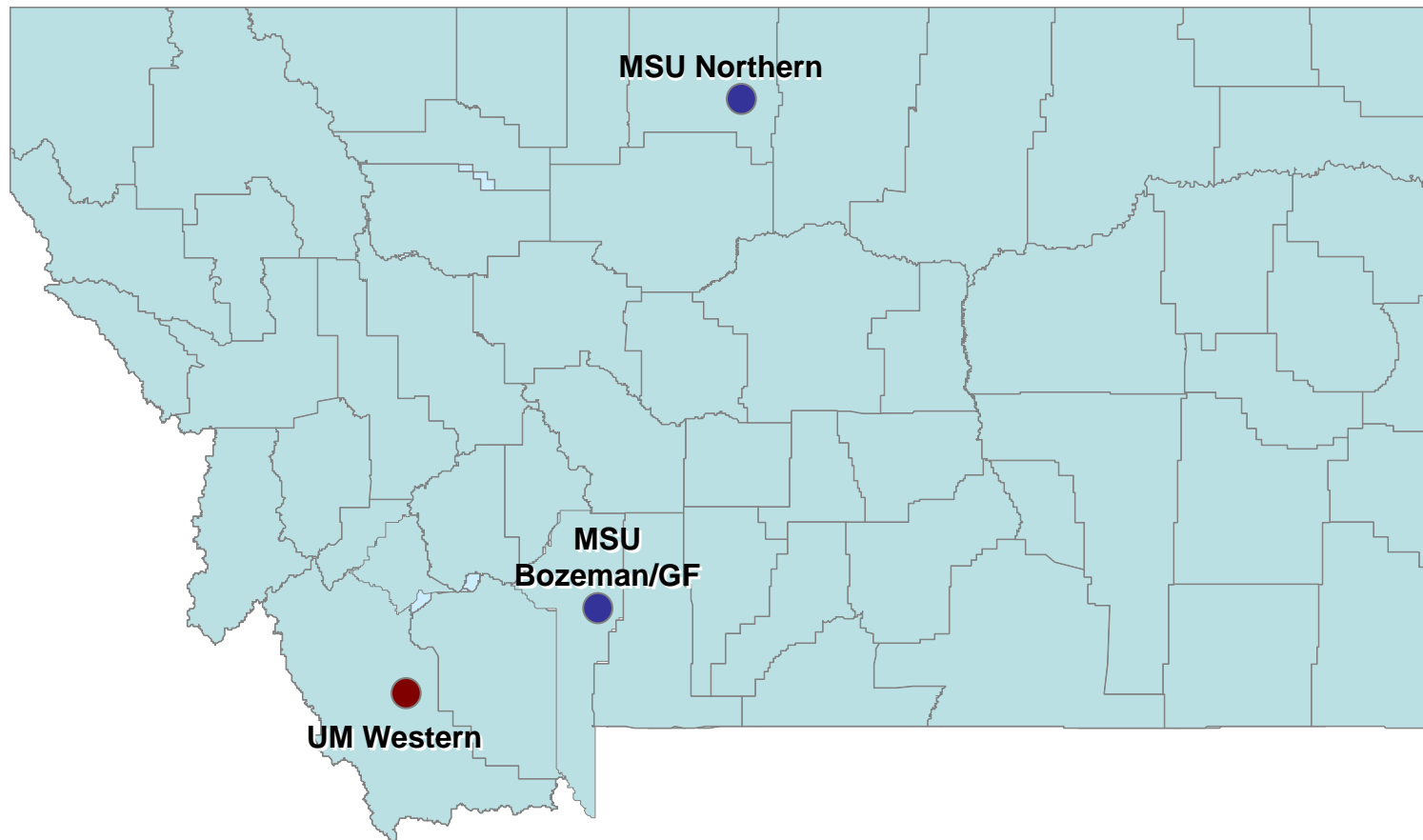
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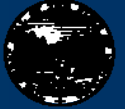
Montana's 2-Year Education Delivery System

2-Year Offerings at 4-Year Colleges

Current Situation

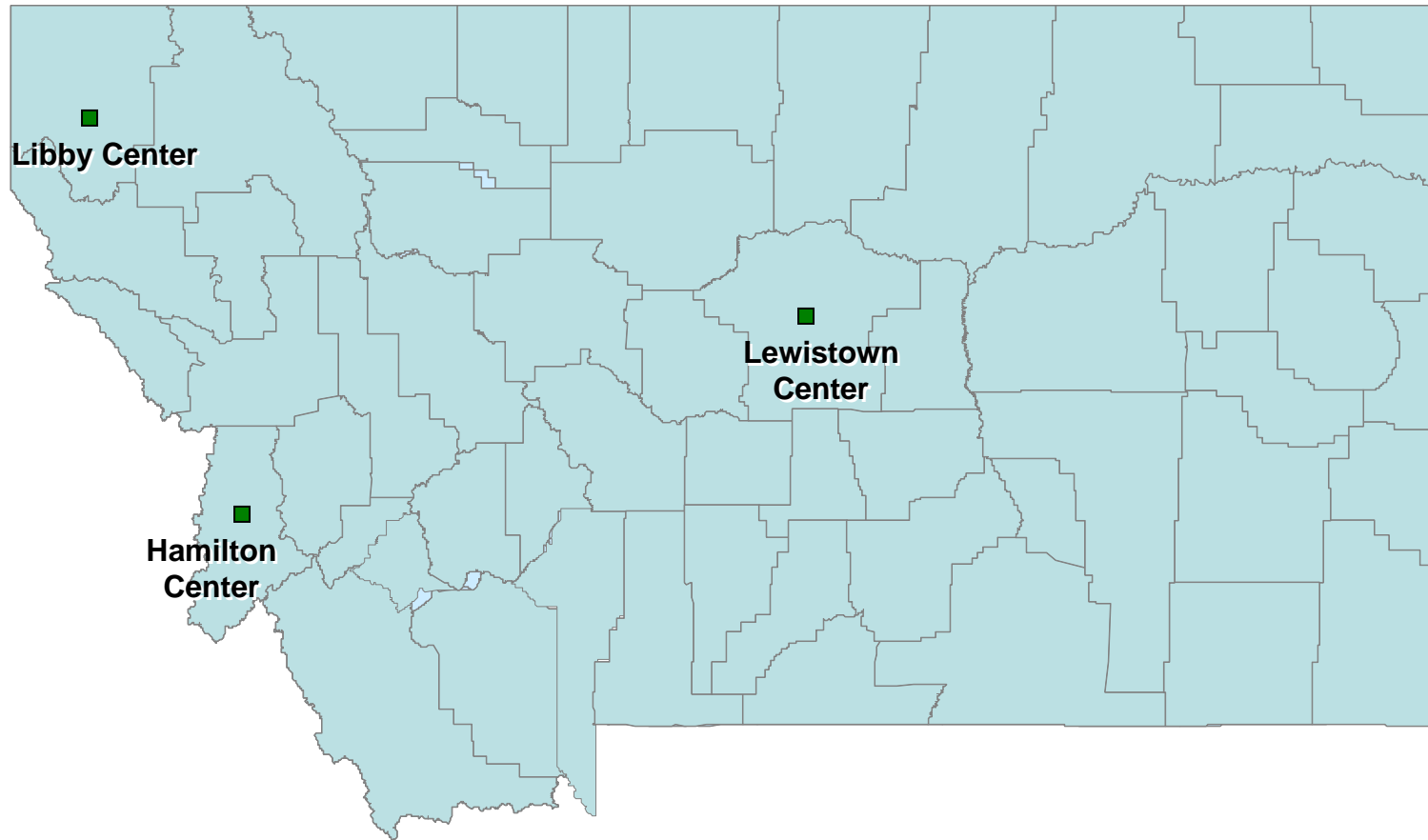


MONTANA UNIVERSITY SYSTEM



Montana's 2-Year Education Delivery System

Higher Education Centers

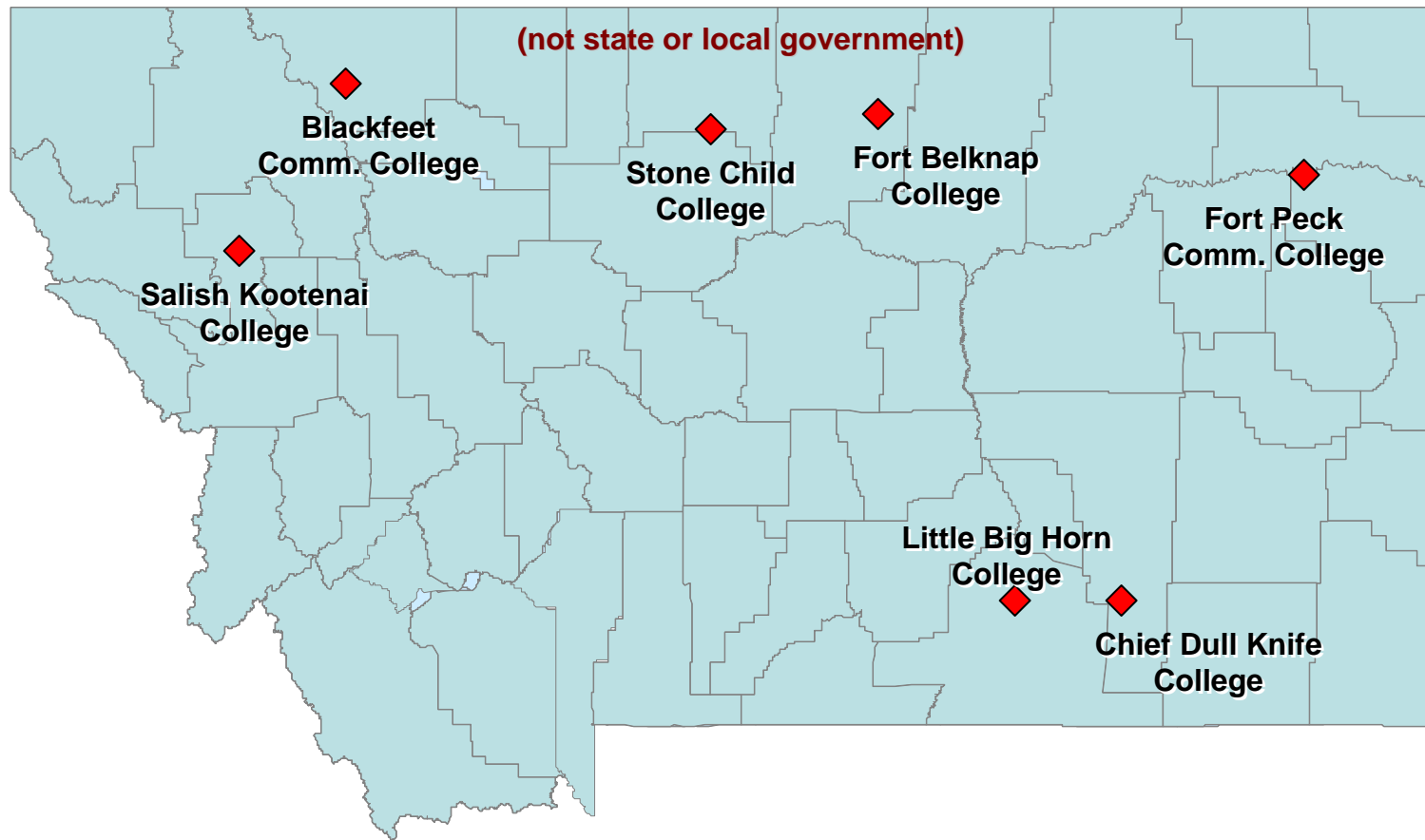


Current Situation



Montana's 2-Year Education Delivery System

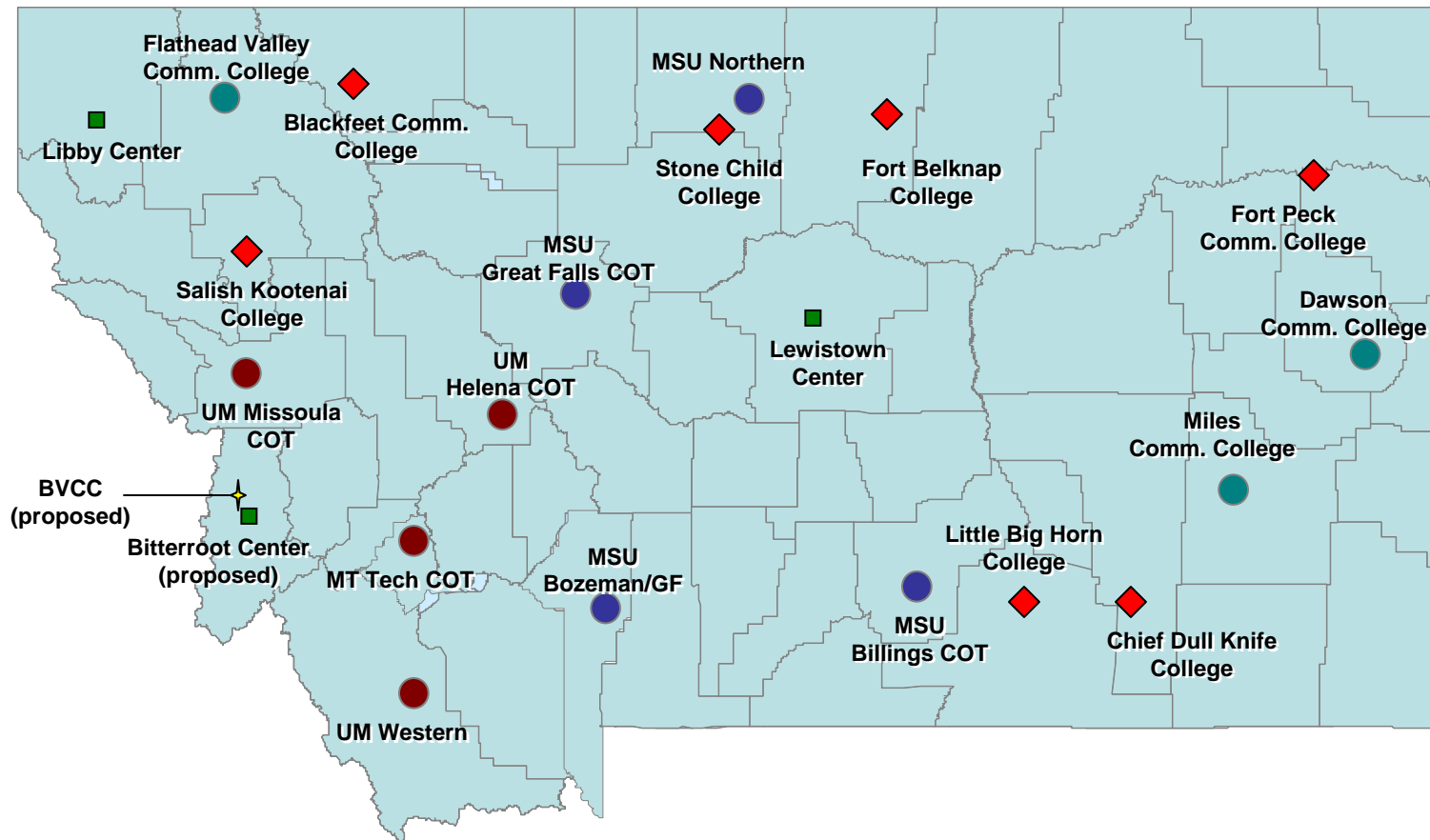
Tribal Colleges





Montana's 2-Year Education Delivery System

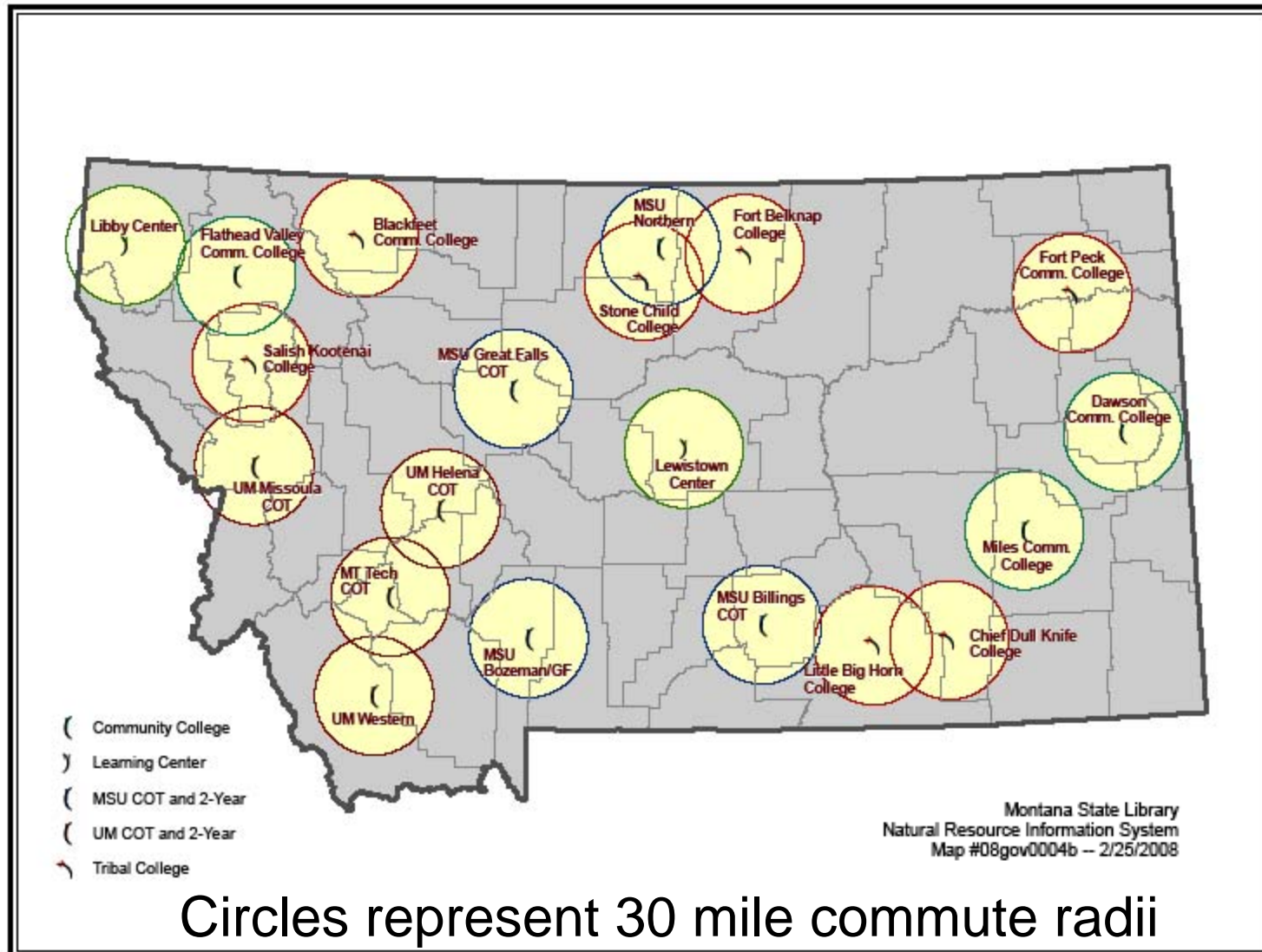
Current Situation

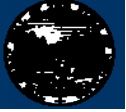


- 20 locations/providers of 2-year education and programs
- Governance spread among Board of Regents, local boards, and tribal-controlled colleges
- Only 21% of the students enrolled in higher education in Montana attend a 2-year institution
- Montana ranks 45th in the nation for the percent enrolled in 2-year institutions

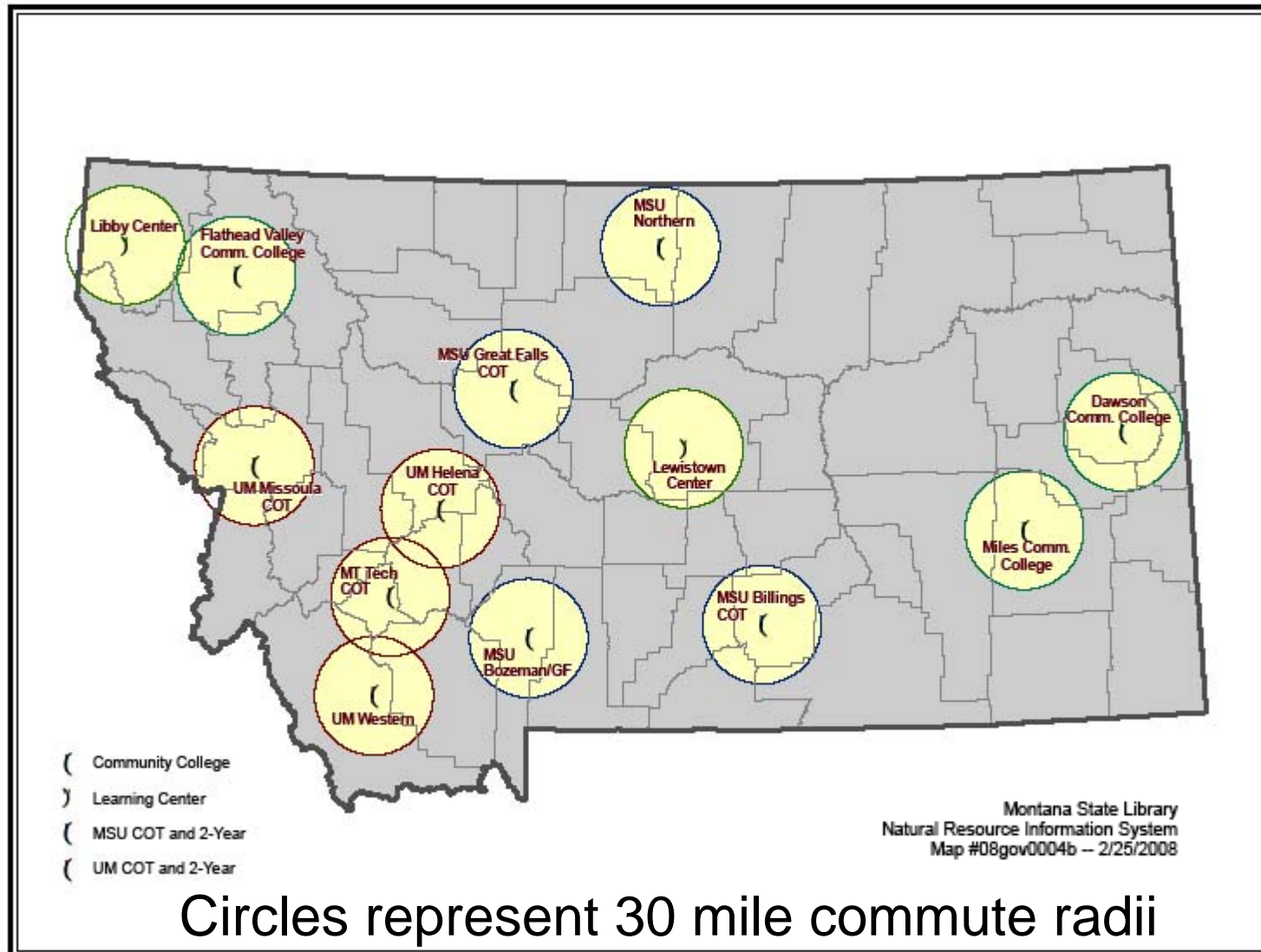


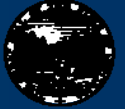
Montana's 2-Year Education Delivery System





Montana's 2-Year Education Delivery System



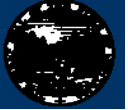


Montana's 2-Year Education Delivery System

MUS Governance

Article X, Section 9, paragraph (2)(a) of the Montana constitution

"The government and control of the Montana university system is vested in a board of regents of higher education which shall have full power, responsibility, and authority to supervise, coordinate, manage and control the Montana university system and shall supervise and coordinate other public educational institutions assigned by law."



Montana's 2-Year Education Delivery System

Community College Governance

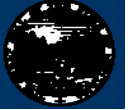
Statutory Reference

M.C.A. 20-15-103 places the supervision and coordination of the community college districts under the board of regents of higher education.

M.C.A. 20-15-225 places general control of the community colleges with the elected trustees, subject to supervision by the board of regents.

Montana Board of Regents are:

- 1) a governing and coordinating board for the eight educational units; and
- 2) a coordinating board for the three community colleges.



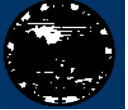
Montana's 2-Year Education Delivery System

Community College Governance

Board Policy 209.1 (adopted 1980)

BOR Policy 209.1 divides and clarifies the respective governance responsibilities of the BOR and the Boards of Trustees in 6 areas. Clarifies BOR authority to:

- formulate uniform policies on budgeting, record-keeping, and student accounting;
- supervise the accreditation process, including implementation of recommendations;
- authorize degrees and certificate offerings;
- approve general academic curricular offerings and regular occupational programs;
- review annual general fund budgets formulated by boards of trustees;
- approve, with or without adjustment, and recommend biennial and supplemental budgets to the governor for submission to the legislature;
- approve all student tuition and fees and approve all tuition and fee waivers;
- establish minimum qualifications of faculty and staff;
- establish minimum entrance requirements for all community colleges;
- approve the purchase, lease or sale of all real property which involves the expenditure of state money;
- authorize construction, remodeling, repair or acquisition of school buildings and dormitories which involve the expenditure of state funds.



Montana's 2-Year Education Delivery System

Colleges of Technology

Statutory References

M.C.A. 20-25-201 Units Constituting University System (adopted in 1995)

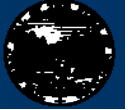
The Montana university system is composed of the following units:

- 1) The University of Montana, with campuses at the following locations:
 - Missoula, Butte, Dillon, and Helena
- 2) Montana State University, with campuses at the following locations:
 - Bozeman, Billings, Havre, and Great Falls

M.C.A. 20-25-301 (17) Regents Powers and Duties (adopted 1995)

The board of regents of higher education shall....

- 17) Offer courses in vocational-technical education of a type and in a manner considered necessary or practical.

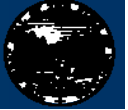


Montana's 2-Year Education Delivery System

2-Year Offerings at 4-Year Colleges

Board Policy (revised 2007)

All new postsecondary educational programs (i.e. degrees, majors, minors, options, and certificates), substantive changes in those programs, delivery of programs in a distance format, changes in organizational structure, and revision of institutional mission shall be reviewed and approved by the Board of Regents.



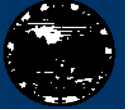
Montana's 2-Year Education Delivery System

Higher Education Centers

Board Policy 220 (revised 2000)

Policy 220 governs the offering of off-campus instructional programs at higher education centers by units of the Montana University System.

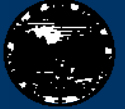
1. The presidents and chancellors of the Montana University System are authorized to plan higher education centers to provide additional educational services to the people of the State of Montana.
2. Credit courses shall be offered at locations remote from the main campus through continuing education, an approved higher education center, or via distributed learning technologies in accord with the provisions of Regents' policy 303.7.



Montana's 2-Year Education Delivery System

Tribal Colleges

- Montana's Indian Tribes are recognized by state and federal law as distinct, independent political communities with inherent sovereign powers to govern their members and territories.
- Montana's Tribes have chartered tribal community colleges, which are governed by boards of trustees with powers vested according to the tribal college charter.
- Pursuant to § 20-25-428, MCA, the regents provide financial assistance to tribal community colleges for enrolled resident non-beneficiary students who are taking courses for which credit is transferable to another Montana college or university.
- Montana law promotes cooperation between the state and tribal entities and authorizes state-tribal cooperative agreements for purposes of enhancing the performance of services which either party is authorized to perform. §§ 18-11-101 through 112, MCA. Reference Federal and State governance.

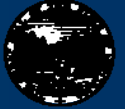


Montana's 2-Year Education Delivery System

Distance Learning

Board Policy 303.7 (adopted 1999)

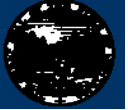
1. Policy 303.7 is designed to encourage the development and use of distributed learning.
2. The Board of Regents shall consider an institution's proposal to offer existing programs via distributed learning methodologies to be a request for a Level I approval.
3. The Commissioner of Higher Education shall appoint a member of the commissioner's staff to be the distributed learning coordinator and to chair an advisory committee on distributed learning and mediated instruction.
4. The Commissioner will encourage, facilitate and coordinate the distributed learning activities of the institutions.



Montana's 2-Year Education Delivery System

MUS Mission Statement History

- Regents direct all units to replace role and scope statements with newly developed mission statements. (1997)
- Regents pass policy to review institutional missions every three years (1998)
- System-wide Mission & Vision statement adopted (1999)



Montana's 2-Year Education Delivery System

MUS Mission & Vision Statement

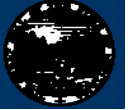
The Montana University System serves students through the delivery of high quality, accessible postsecondary educational opportunities, while actively participating in the preservation and advancement of Montana's economy and society.

We prepare students for success by creating an environment of ideas and excellence that nurtures intellectual, social, economic, and cultural development.

We hold academic quality to be the prime attribute of our institutions, allocating human, physical, and financial resources appropriate to our educational mission.

We encourage scientific development and technology transfer, interactive information systems, economic development and lifelong learning.

We protect academic freedom, practice collegiality, encourage diversity, foster economic prosperity, and are accountable, responsive, and accessible to the people of Montana.



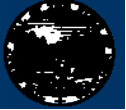
Montana's 2-Year Education Delivery System

Expectations for 2-Year Education

Gleaned from 2-Year Institutional Mission Statements

- Occupational/technical degrees and programs
- General education & transfer degree programs
- Developmental education
- Workforce/Job training
- Continuing education

Elements of 2-year education that help fulfill the overall mission of the University System



Montana's 2-Year Education Delivery System

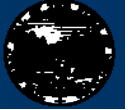
Outline of Planning Process

(July 2007 – Present)

Input received from:

- Board of Regents planning sessions (July '07 & January '08)
- Community listening sessions (48 individual sessions)
- National resources and models
- Enrollment planning and institutional research
- Focus groups with campus leaders
- Post-secondary Education Policy & Budget (PEPB)
- Governor's Office & the Executive Branch
- Historical review of 2-year education (Eddy McClure)

More input needed; particularly from students

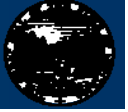


Montana's 2-Year Education Delivery System

Proposed Goal Statement

Build on existing system-wide initiatives to develop a more coordinated approach to 2-year education in Montana University System in order to:

- Increase College Participation
- Improve Student Success
- Coordinate Strategies & Resources
- Address Regional Workforce Needs
- Increase Administrative Efficiencies
- Improve Community Perception & Awareness

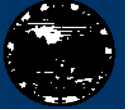


Montana's 2-Year Education Delivery System

Guiding Principles

2-Year Education Delivery System that Maximizes:

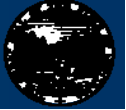
- Access
- Affordability
- Efficiency
- Responsiveness
- Transferability
- Partnerships



Montana's 2-Year Education Delivery System

Strategies to Implement Guiding Principles

- Access:** Utilize high tech, 21st century solutions and diverse entry points to provide opportunities to all Montanans, regardless of location.
- Affordability:** Create incentives and provide opportunities for Montanans to utilize 2-year education as a low cost entry point.
- Efficiency:** Achieve efficiencies through administrative links to 4-year institutions.
- Responsiveness:** Operate in a locally and functionally flexible manner when responding to workforce needs.
- Transferability:** Guarantee transferability of credits among all institutions.
- Partnerships:** Forge relationships with state-wide partners that have similar missions.



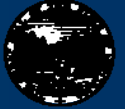
Montana's 2-Year Education Delivery System

Access – Strategy Details

Utilize high tech, 21st century solutions and diverse entry points to provide opportunities to all Montanans, regardless of location.

- Utilize Distance Learning to increase participation particularly in the areas of early college access, non-traditional enrollment, and rural Montana; ([Maps 3, 4, 5](#))
- Develop a state-wide education network that provides connectivity throughout the state;
- Continue the development of an electronic portal to course offerings and programs; and
- Partner with high schools to increase access through shared facilities.

Distance Learning Initiative: funds provided in the FY09 Biennium to help coordinate and centralize Distance Learning



Montana's 2-Year Education Delivery System

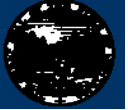
Affordability– Strategy Details

Create incentives and provide opportunities for Montanans to utilize 2-year education as low cost entry point.

- Continue to strive to keep tuition rates low;
- Explore avenues for increasing need-based financial aid;
- Grow state funded financial aid programs, like the Governor's "Best & Brightest" Scholarship Program;
- Clearly communicate low cost educational options; and
- Develop coordinated marketing strategies.

College Affordability Plan: tuition frozen at all MUS institutions for the 2007-08 and 2008-09 academic years.

Governor's Best & Brightest Scholarship: increased funding in FY09 Biennium to support merit & need-based aid.

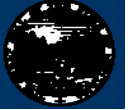


Montana's 2-Year Education Delivery System Efficiency – Strategy Details

Create administrative efficiencies to hold down total cost of education and coordinate program offerings to avoid duplication.

- Link 2-year colleges with 4-year campus administrative infrastructure to achieve economies of scale. ([chart](#))
 - Examples:*
 - Information Technology (Banner, IT staff, security)
 - Student Support Services (financial aid, registration, health insurance)
 - Operations & Maintenance (hazardous materials, safety, facilities management)
 - Administration (legal counsel, purchasing)
- Coordinate with Montana's economic sub-regions when addressing workforce needs. ([Map 6](#))

Research & Education Network: development of a high-speed telecommunications network with the potential to greatly enhance multi-campus connectivity.



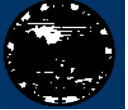
Montana's 2-Year Education Delivery System

Responsiveness – Strategy Details

Accelerated response time to workforce needs.

- Ensure 2-year campuses operate in functionally flexible manner; ([Maps 7](#), [8](#))
- Loosen 2-year curriculum development requirements from 4-year campus processes;
- Active participation with local/regional economic development/workforce coordinating entities; and
- Enhance methods of surveying/responding, specifically, to adult learner needs.
- Improve data and feedback on adequacy of response.

Equipment & Workforce Training: funding provided in the FY09 Biennium to support workforce training and provide equipment and technology for programs in high demand fields.



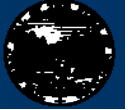
Montana's 2-Year Education Delivery System

Transferability – Strategy Details

Ensure transferability of credit in order to make 2-year campuses a viable entry point to a 4-year degree.

- Align course numbers throughout the system.
- Make transferable courses transparent to the public.

Transferability Initiative: funds provided in the FY09 Biennium to “fix” transfer problems on levels.



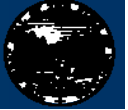
Montana's 2-Year Education Delivery System

Partnerships – Strategy Details

Forge relationships with state-wide partners that have similar missions.

- Reach out to Tribal Colleges to find collaborative approaches to meeting regional needs. (“gov’t-to-gov’t” relations)
- Partner with existing state agencies and efforts to provide a cohesive statewide approach to workforce training. For example:
 - Office Public Instruction, Board of Public Education
Governor’s Office, State Workforce Investment Board,
Dept. of Labor & Industry, Dept. of Commerce
 - Private sector industry and organized labor partners
- Strengthen the voice of the Two-year Council

Local Workforce Partners: numerous partnerships developed to address workforce needs (example: Pre-apprentice Utility Lineman Program: Electricians’ Union, Northwestern Energy, SWIB, Gov’s Office, MT Tech COT)



Montana's 2-Year Education Delivery System

Next Steps

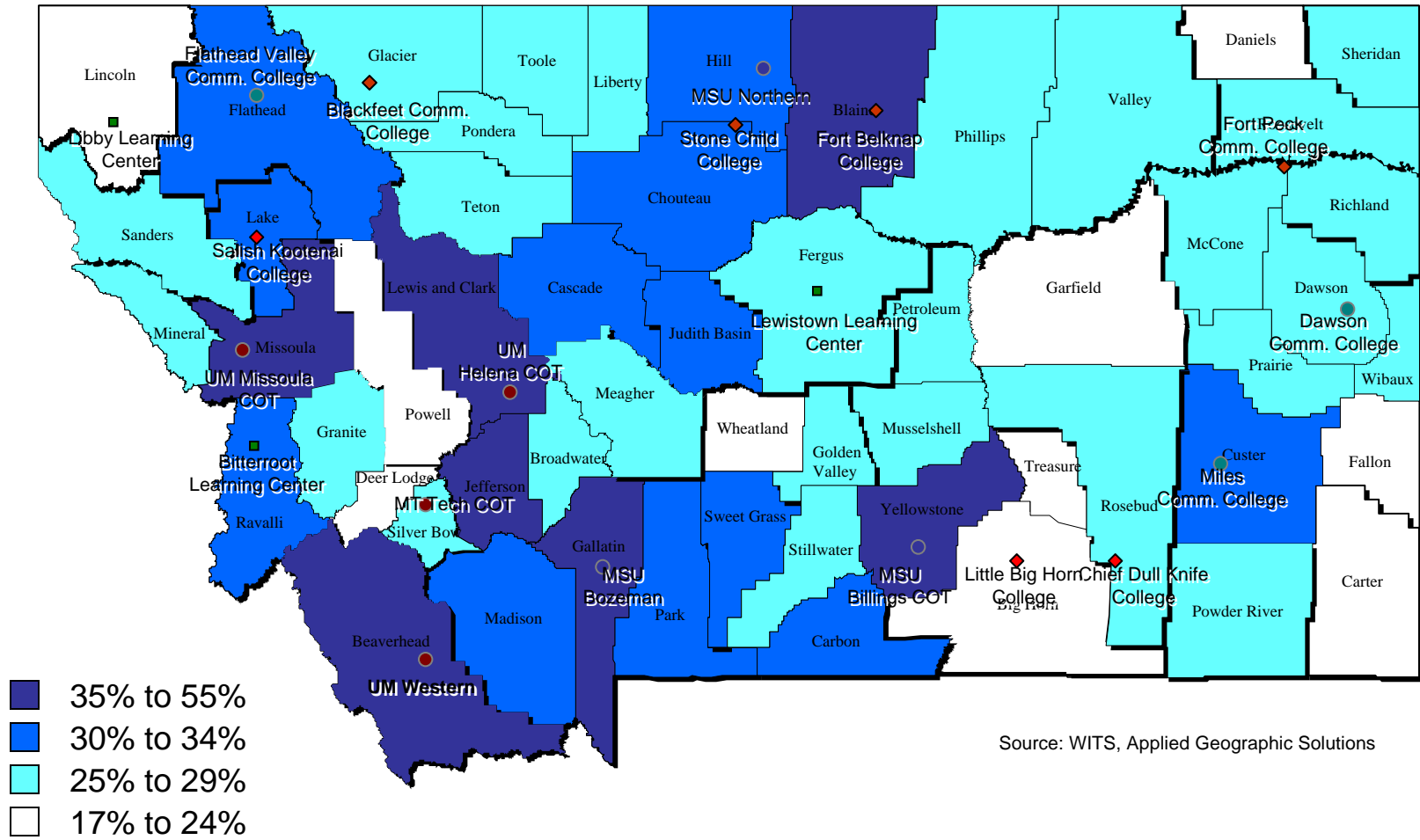
March 2008 – December 2008

1. Receive feedback from Board of Regents; approval of Goal Statement and general direction (March 6, 2008).
2. Continue to invest in 2-year education. (see budget initiative)
3. Present to PEPB.
4. Convert Director of 2-year Education position at OCHE to Deputy Commissioner of 2-year Education.
5. Convene state-wide team to further develop and refine approaches. (Making Opportunity Affordable).
6. Change the names the Colleges of Technology to something that better reflects their missions and creates broader public acceptance.
7. Return to Board of Regents in November 2008 with well defined vision and strategies.

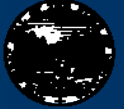


Educational Attainment by County, 2007

Associate's Degree or Higher

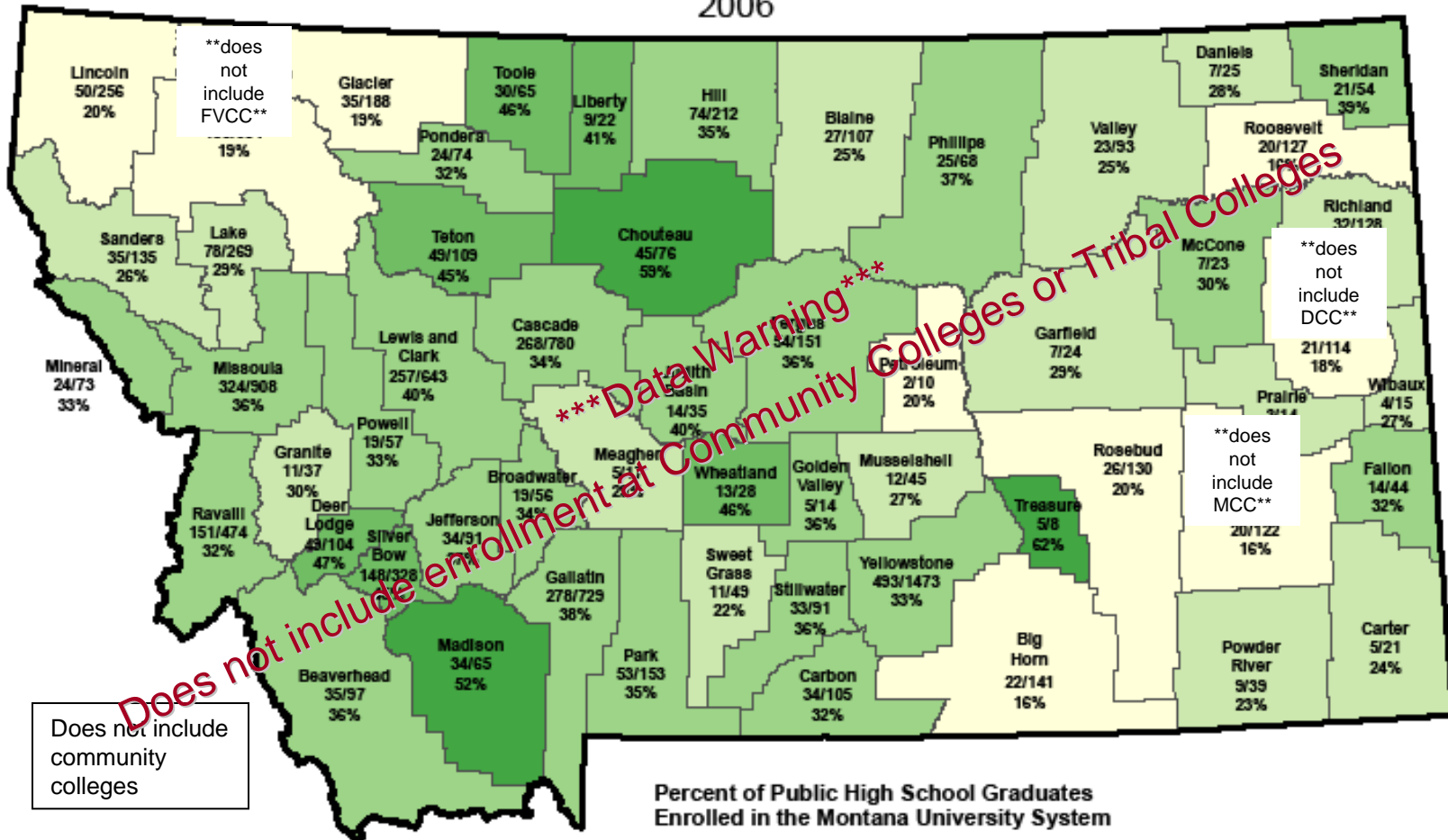


MONTANA UNIVERSITY SYSTEM



MAP 4

Percent of Recent High School Graduates Enrolling in the Montana University System*
2006



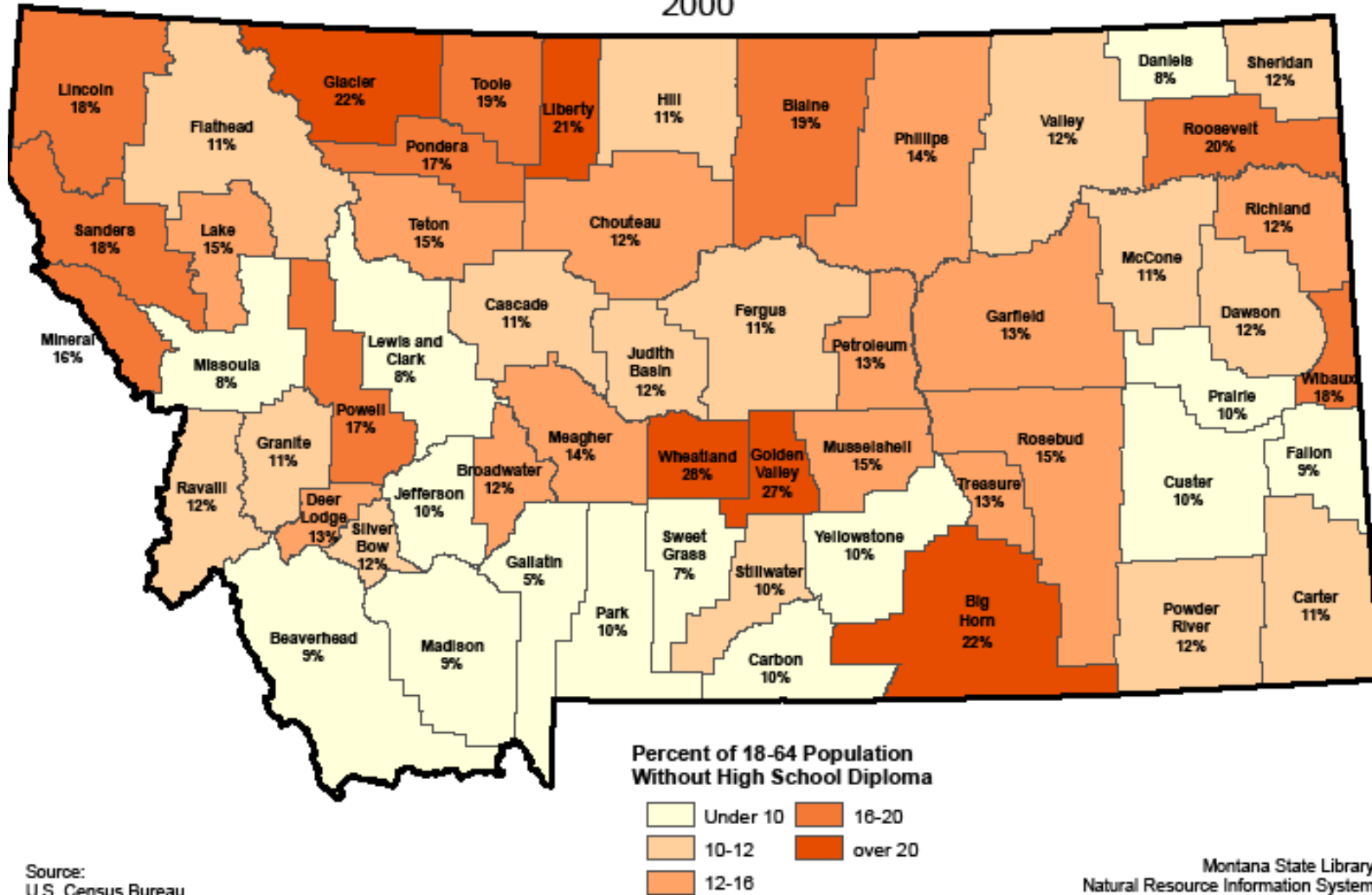
Source:
Research and Analysis Bureau
Montana Dept of Labor and Industry

Montana State Library
Natural Resource Information System
Map #08gov0004b -- 2/25/2008

[back](#)



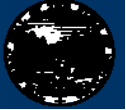
Montanans Without High School Diplomas, Age 18-64 2000



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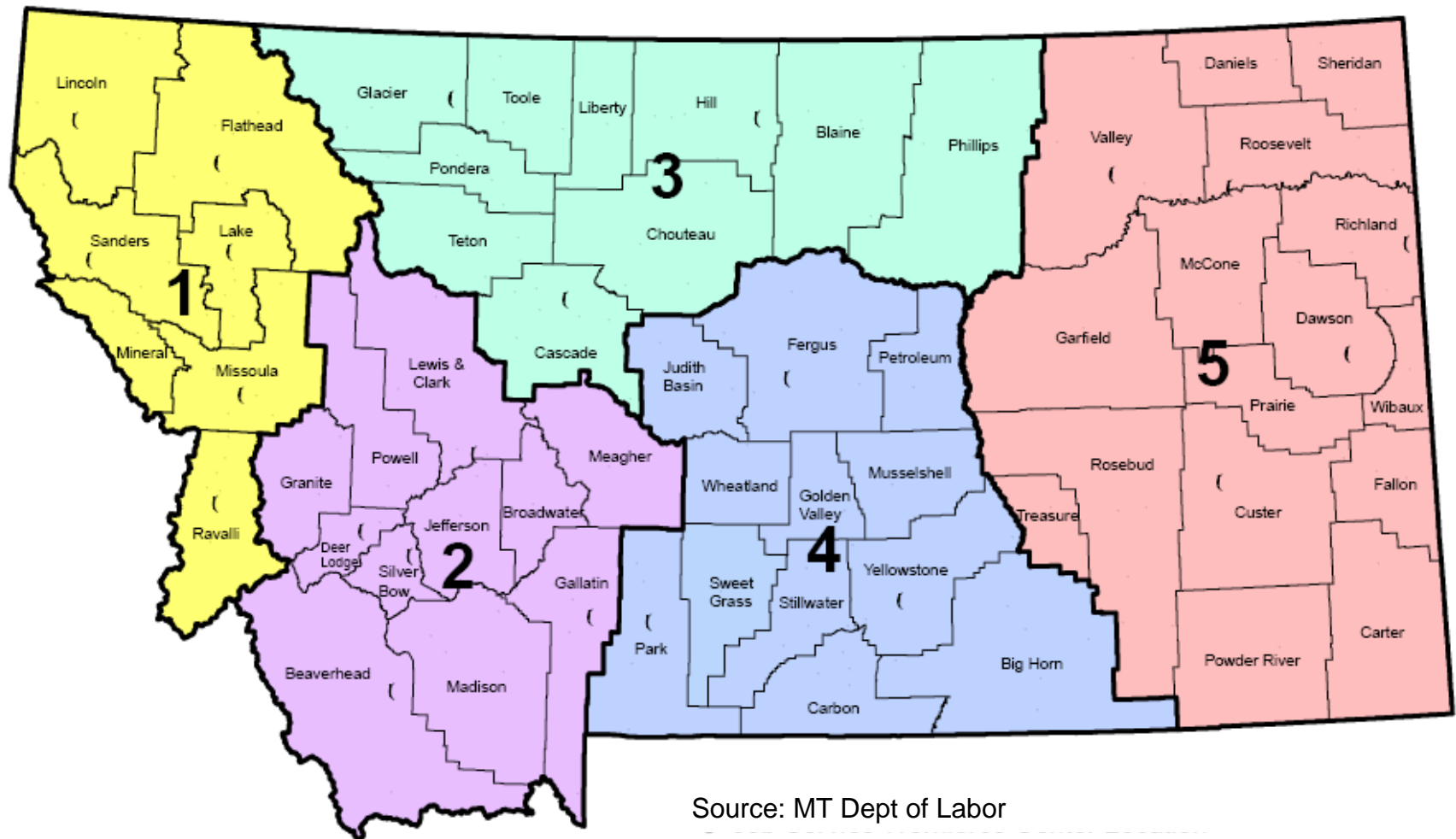
Source:
U.S. Census Bureau

Montana State Library
Natural Resource Information System
Map #08gov0004d -- 2/26/2008



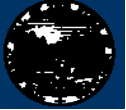
Montana Job Service Workforce Center Regional Areas

Effective July 1, 2007



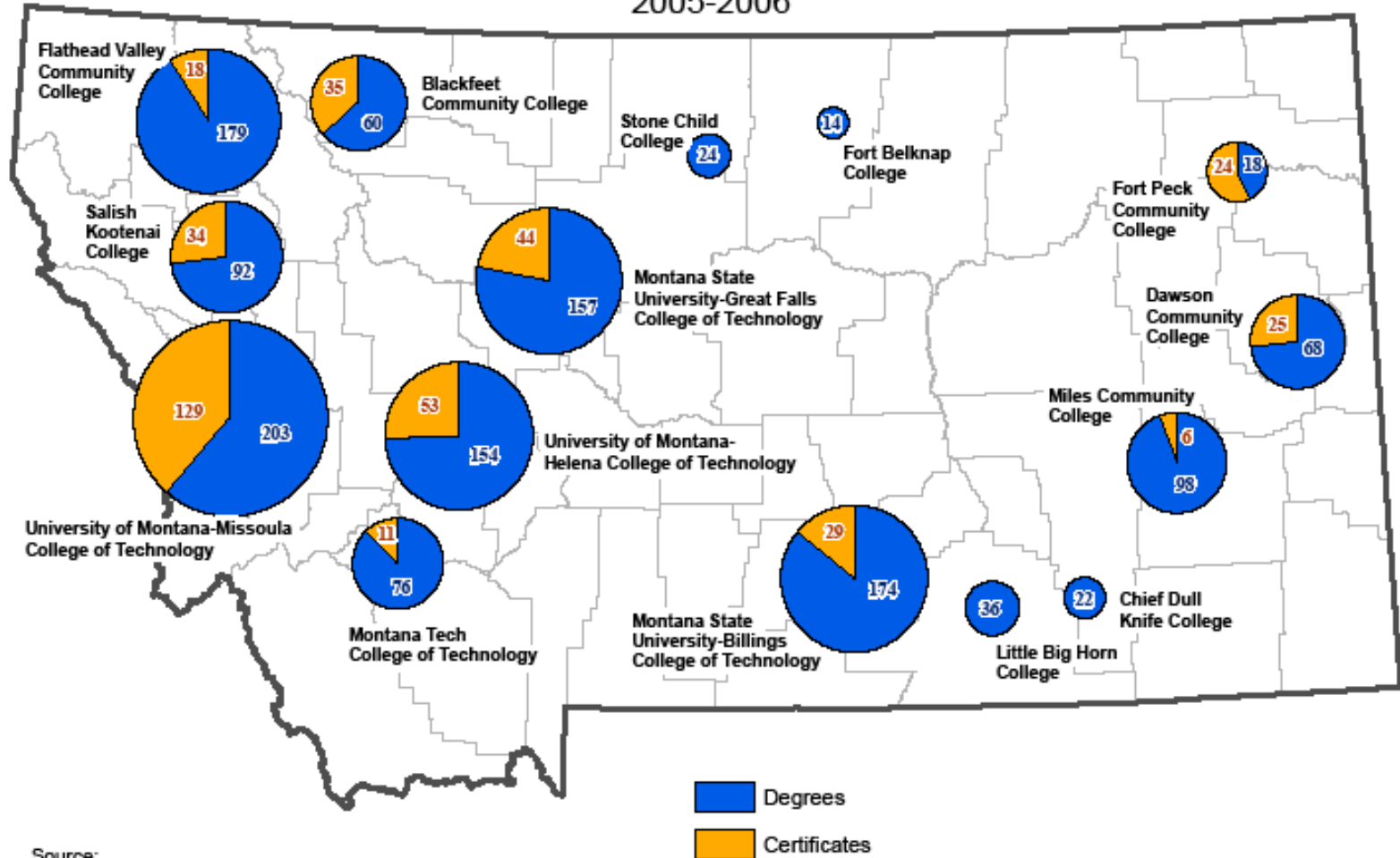
Source: MT Dept of Labor

MONTANA UNIVERSITY SYSTEM



MAP 7

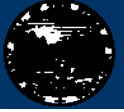
Degrees & Certificates Awarded 2005-2006



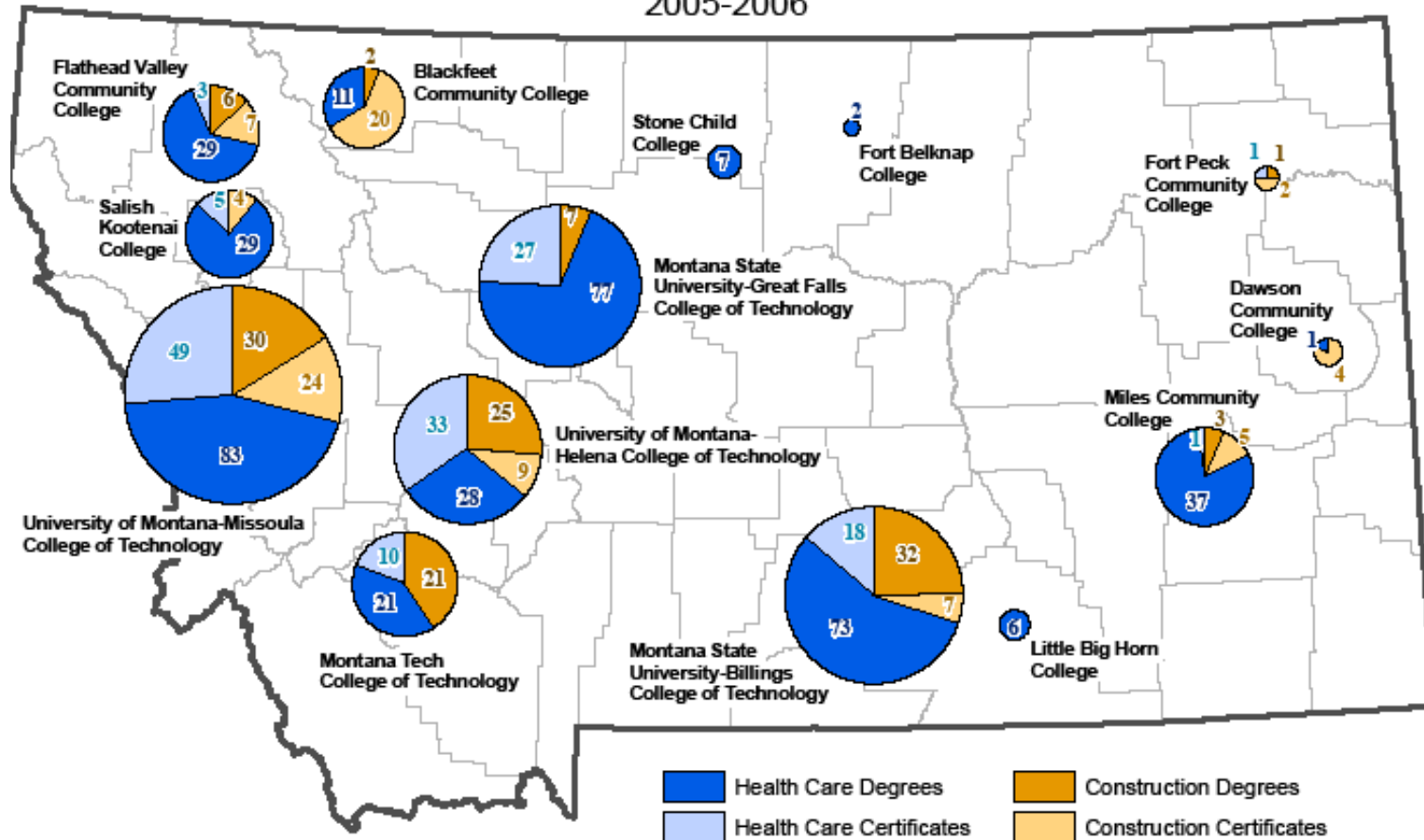
Source:
Research and Analysis Bureau
Montana Dept of Labor and Industry

Montana State Library
Natural Resource Information System
Map #08gov0004c -- 2/25/2008

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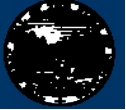
Healthcare & Construction Degrees & Certificates Awarded 2005-2006



Source:
Research and Analysis Bureau
Montana Dept of Labor and Industry

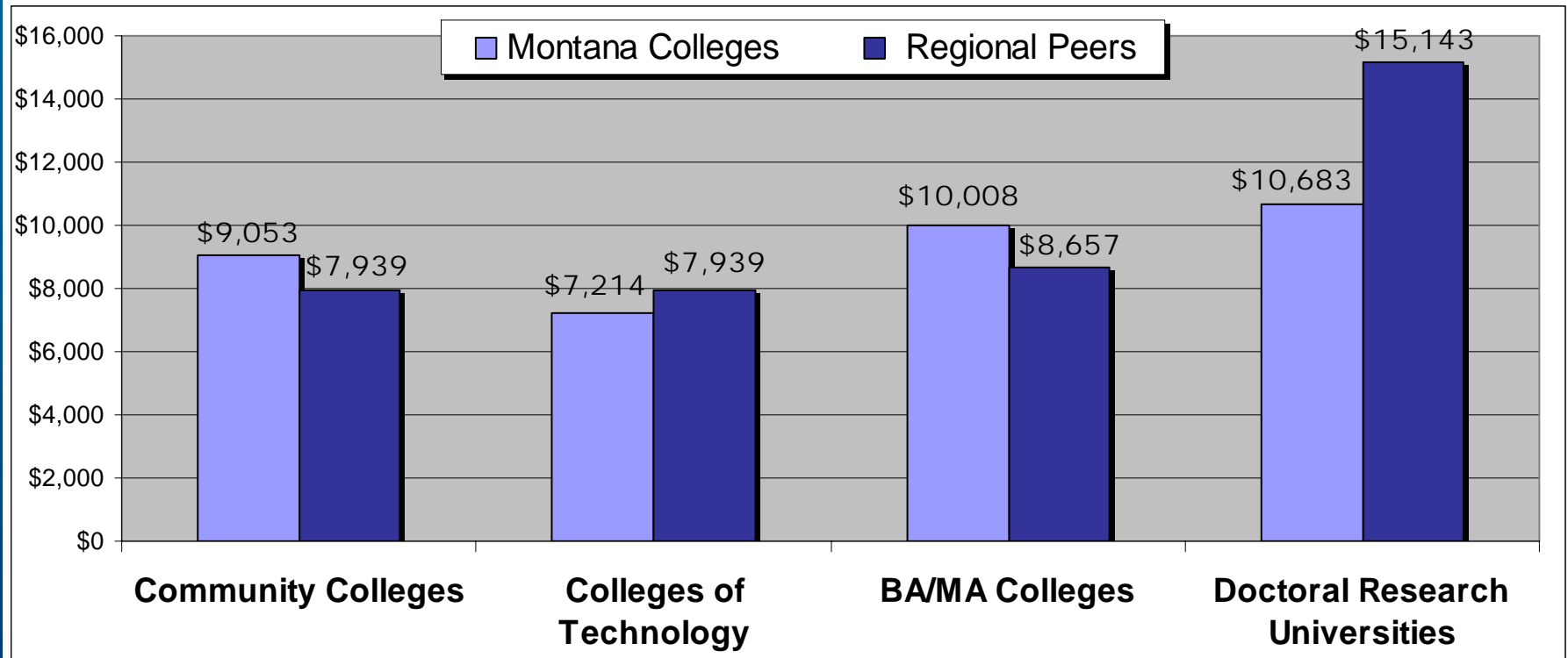
Montana State Library
Natural Resource Information System
Map #08gov0004a -- 2/25/2008

MONTANA UNIVERSITY SYSTEM



Total Revenue per FTE by Institution Type

FY06, Public Institutions



	Community Colleges (DCC, MCC, FVCC)		Colleges of Technology (HCOT, GF-COT)		BA/MA Colleges (Tech, MSUB, UMW, MSUN)		Doctoral Research (UM & MSU)	
	Montana	Regional Peers	Montana	Regional Peers	Montana ⁽¹⁾	Regional Peers	Montana ⁽²⁾	Regional Peers
Student FTE	2,145	433,034	1,790	433,034	8,053	194,580	22,922	503,394
Tuition & Fees	\$5,906,319	\$987,409,111	\$5,090,783	\$987,409,111	\$39,889,212	\$848,933,717	\$148,154,768	\$3,790,849,370
State Appropriations	7,230,650	1,598,697,512	7,822,903	1,598,697,512	40,702,725	835,357,154	96,725,421	3,812,323,193
Local Appropriations	6,282,505	851,615,918	0	851,615,918	0	162,774	0	19,842,792
Total Revenue	19,419,474	3,437,722,541	12,913,686	3,437,722,541	80,591,937	1,684,453,645	244,880,189	7,623,015,355
Total Revenue Per FTE	\$9,053	\$7,939	\$7,214	\$7,939	\$10,008	\$8,657	\$10,683	\$15,143

source: U.S. Department of Education, National Center for Education Statistics, IPEDS

note: regional peers are similar institutions from the WICHE States (minus CA)

1) includes FTE and revenue from integrated COTs (MT Tech COT & MSUB COT)

2) includes FTE and revenue from integrated COT (UM Missoula COT), as well as revenue from research agencies.

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