

Departmental Base Budget Overview

Department **President's Office**

Executive **President**

Index **401001**

Program **06**

Base Budgets:

1998	1999	2000	2001	2002	2003	2004	2005	2006	2007	2008	10-Year % Change
316,191	366,539	417,291	425,698	428,814	454,414	469,076	485,696	512,110	552,636	651,256	105.97%

The Office of the President is the chief administrative unit for both the four-campus Montana State University System and the campus of Montana State University-Bozeman. It is the job of the office to facilitate the communication and operationalization of the stated vision, goals and priorities of the President. Further it is the objective of the office to help to implement the framework for institutional decision-making that is designed and approved by the President. In addition, it is the task of the office and its staff to handle the day-to-day and routine levels of institutional protocol, scheduling, information management, decision-making and requests in a manner that accurately reflects the President's style and priorities and allows the President to focus on new initiatives, institutional advancement and the handling of special circumstances.

Operational expenditures in the Office of the President revolve around items of travel, celebration, ceremony, outreach and protocol. Perhaps more than any except for a few very public figures, the President of the Land Grant University in Montana, is expected to have statewide visibility. Over the course of a year, significant funds are expended in allowing the President to travel throughout the state. Also, there are expectations of the President's Office in terms of celebration, ceremony and protocol that include the campus, the system, and the state.

Departmental Base Budget Overview

Department **President's Reserve**

Executive **President**

Index **401013**

Program **06**

Base Budgets:

1998	1999	2000	2001	2002	2003	2004	2005	2006	2007	2008	10-Year % Change
0	0	0	0	0	100,000	100,000	96,114	74,879	74,879	74,879	

The President's Reserve was established by UPBAC for the President to make one time or base adjustments as appropriate for the execution of his duties and prerogatives.

Departmental Base Budget Overview

Department **President's Office Scholarship**

Executive **President**

Index **401048**

Program **06**

Base Budgets:

1998	1999	2000	2001	2002	2003	2004	2005	2006	2007	2008	10-Year % Change
0	0	15,000	15,000	13,500	13,500	13,500	13,500	13,500	13,500	13,500	

The President's Scholarship fund is a small pool of money that was initiated by President Malone to give him and future Presidents discretionary funds to support some students in circumstances that would not surface in the normal processes.

Currently the fund is being utilized to support scholarships in Agriculture, until a gift to the Foundation matures to become self-sustaining. The amount increases each year until the projected maturity date of FY 2006. It is projected that the full amount of money now in the budget would be needed during FY 2006, following which the funds would come from the Foundation account.

Departmental Base Budget Overview

Department **MSU System Coordinator**

Executive **President**

Index **401103**

Program **06**

Base Budgets:

1998	1999	2000	2001	2002	2003	2004	2005	2006	2007	2008	10-Year % Change
50,734	48,637	50,947	51,237	52,671	55,097	55,952	56,082	59,000	61,350	63,735	25.63%

The Office and position of the MSU System Coordinator was created by then President Malone, in response to the restructuring of the Montana University System, effective July 1, 1994. The purpose of the position and the office is to act on behalf of the President in dealings with the four campuses of Montana State University that are separate and apart from the internal affairs of any of the campuses. The office and the position also serve as a conduit through which information is collected from and disseminated to the campuses in Bozeman, Billings, Great Falls and Havre on behalf of the President, and where appropriate, other administrative officers. There has been an increase in the level of expectation and activity in this area since President Gamble's arrival.

The funding for this position is shared among the four MSU campuses on the basis of enrolled FTE students.

The position is listed as follows:

- 0.5 FTE, MSU System Coordinator, Rolf Groseth, is responsible for duties enumerated above.

Operational expenditures of the office revolve around publications and travel. The latter is used both for frequent travel by the System Coordinator to Billings, Great Falls and Havre campuses for occasional gatherings sponsored by the office to facilitate curricular or administrative linkages among the MSU campuses and for professional development.

Departmental Base Budget Overview

Department **Affirmative Action**

Executive **President**

Index **402020**

Program **06**

Base Budgets:

1998	1999	2000	2001	2002	2003	2004	2005	2006	2007	2008	10-Year % Change
84,152	84,510	90,736	93,825	97,406	104,288	106,323	107,844	111,137	115,094	119,431	41.92%

MISSION: Ensure the University's compliance with state and federal civil rights (equal opportunity) laws and implementing regulations, oversee the University's Affirmative Action initiatives and commitments, and promote non-discriminatory and effective human resource management across campus, including: (1) developing, approving, and monitoring institutional policies and practices through service on University committees including the Faculty Affairs Committee, and the Faculty Salary Review Committee; (2) ensuring that all applicants and employees are appropriately notified of University non-discrimination policies; (3) orienting committees and monitoring all searches for administrative, professional and faculty positions; (4) sending, receiving and recording Equal Opportunity information for applicants for such positions; (5) preparing or assisting in the preparation of mandated studies and compliance reports such as the Equity in Athletics Disclosure Act and the IPEDS staff report, and (6) receiving and investigating formal and informal complaints of mistreatment, discrimination and harassment.

SERVICES: Assist hiring authorities, search committee chairs and members, and applicants in conducting searches for administrative, professional and faculty positions and dealing with difficult employee problems, ensure compliance with the MT Veterans Preference law for such searches, review and sign PTF's and Letters of Appointment; maintain and update the campus Banner Human Resources coding structure, and process Labor Certification Applications.

KPI's: In Fiscal Year 2007, the office oriented 68 search committees, oversaw and monitored 133 searches for faculty, administrative and professional positions, sent 2884 EEO Notices to applicants, received and recorded approximately 1000 returned EEO forms; investigated 1 formal complaint, and resolved innumerable informal complaints and personnel problems/issues. To date in Fiscal Year 2008, 44 searches have been initiated with representative orientations and monitoring. In Calendar Year 2007, 8 labor certifications were completed and 2 are in process.

Departmental Base Budget Overview

Department **University Internal Audit**

Executive **President**

Index **402040**

Program **06**

Base Budgets:

1998	1999	2000	2001	2002	2003	2004	2005	2006	2007	2008	10-Year % Change
0	85,757	100,643	102,279	105,606	110,672	111,917	112,565	119,087	124,829	179,178	

Mission--Internal Audit is an independent appraisal function for all campuses and units of the University. It assists management in the effective discharge of its responsibilities by furnishing them with analysis, appraisals, recommendations and comments concerning the activities reviewed. Internal Audit provides reviews to assure that the organization's plans are carried out, policies and procedures are observed, assets are accounted for, and records and reports are reliable.

Scope and Objectives--The Internal Audit Department may be concerned with any area of University activity and is responsible for the following activities:

- A. Review and appraise the soundness, adequacy and application of accounting, financial and other operating controls to promote effective controls at reasonable cost.
- B. Review and test compliance with statutory, regulatory, and internal policy requirements.
- C. Determine the extent to which resources are used efficiently and effectively.
- D. Evaluate the timeliness, reliability, and usefulness of institutional records and reports.
- E. Determine extent to which University System assets are accounted for and safeguarded from loss.
- F. Serve as coordinator of external audits.

KPI's--Per the Association of College and University Auditors, the average number of FTE employees per auditor is 1,162. MSU has two auditors for about 3,995 employee FTE and 17,300 student FTE.

Departmental Base Budget Overview

Department **Affirmative Action/Internal Audit Shared Operations**

Executive **President**

Index **402041**

Program **06**

Base Budgets:

1998	1999	2000	2001	2002	2003	2004	2005	2006	2007	2008	10-Year % Change
0	0	0	0	0	0	0	0	22,249	22,312	23,149	

Mission: To support the separate missions of Affirmative Action and Internal Audit.

Scope and Objectives —The Affirmative Action and Internal Audit shared index exists to provide administrative and technical support for both departments.

KPI's — Provide general administrative support (reception, correspondence, managing personnel records, travel arrangements, purchasing, paying bills, maintaining calendars, scheduling meetings, simple audit procedures, send and track EEO cards, and other special projects). Provide general technical support as the Telephone coordinator, IT Service Provider, and Liaison with ITC (operating system fundamentals, IT security, web site development and management, basic networking, and general hardware maintenance and troubleshooting) to assist Affirmative Action and Internal Audit missions.

AA Mission — Human Resources/Affirmative Action is responsible for the University's compliance with state and federal civil rights laws, and human resource management for faculty and professional employees. This encompasses the development and monitoring of the [University's non-discrimination and affirmative action policies](#) working closely with academic and University administrators to develop effective equal opportunity policies and practices. HR/AA monitors hiring procedures and provides human resources development and training opportunities for all employees.

IA Mission — Internal Audit is an independent appraisal function for all campuses and units of the University. It assists management in the effective discharge of its responsibilities by furnishing them with analysis, appraisals, recommendations and comments concerning the activities reviewed. Internal Audit provides reviews to assure that the organization's plans are carried out, policies and procedures are observed, assets are accounted for, and records and reports are reliable.

Departmental Base Budget Overview

Department **Communications and Public Affairs**

Executive **President**

Index **402050**

Program **06**

Base Budgets:

1998	1999	2000	2001	2002	2003	2004	2005	2006	2007	2008	10-Year % Change
214,698	168,854	177,874	190,615	195,906	208,044	210,498	211,724	219,971	227,674	576,831	168.67%

Communications and Public Affairs Mission Statement – Our mission is to enhance MSU’s public image, increase the public’s awareness of MSU’s accomplishments, and develop consistent communications that build our reputation.

Relationship and Necessity – During the past year the Communication Services and University Relations offices were formally joined to become Communications and Public Affairs. The budgets of both offices were combined and the University Relations account, 403001, was deleted. The university’s strategic priorities of recruitment, retention, fundraising and quality enhancements are all supported by the OCPA office. Research shows that universities that integrate their communications produce more targeted and effective publications, enhance their reputation and visibility and differentiate themselves in the market. Integrating communications strengthens every aspect of the university from attracting and retaining students and faculty to fundraising efforts.

Services – Communications and Public Affairs leads the university’s communications efforts offering services, programs and resources to colleges, research centers, faculty, staff, students and stakeholders. The Office provides services including marketing development and support (including the current advertising campaign), news production and distribution, media relations, public relations, advertising, publication development and production, graphic design services, printing and copying services, agricultural communications support (MAES), MSU Web site branding and content management support, and photography. These services help the university achieve its strategic priorities by identifying and informing target audiences of our key messages, goals, and accomplishments and improving our reputation and visibility across the state, region and nation.

KPIs (3) – Productivity: Revenue (*printing, graphics, licensing*), Volume of Work (*news releases, statewide news clippings, national coverage, publications, new Web page development, new home page features, MSU for a Day school visits, presidents communications (written and oral)*);

Quality of Product: Public Perception (*increased donor support, increased recruitment and retention of students, faculty and staff, parent phonathon and participation in parent/family weekend events, informal feedback*) University Magazine (*distribution, feedback and donations*);

Customer Feedback (*repeat business, response data*, **Quality of Service:** Customer Feedback (*repeat business, response data, news clip volume and analysis, Web hits*).

Departmental Base Budget Overview

Department **Publications**

Executive **President**

Index **402051**

Program **06**

Base Budgets:

1998	1999	2000	2001	2002	2003	2004	2005	2006	2007	2008	10-Year % Change
3,237	3,212	3,212	3,212	3,212	3,212	3,212	3,212	3,341	3,982	3,982	23.02%

Communications and Public Affairs Mission Statement – To support and promote MSU's teaching, research and service activities through expert and creative communications.

Relationship and Necessity – Communications and Public Affairs uses funding in the Publications account for general support of the university communications and publications that benefit our overall communications objectives. These communications help the university achieve its strategic priorities by identifying and informing target audiences of our key messages, goals, and accomplishments.

Services – Due to the minimal amount of this budget, these funds are rarely adequate to fully cover a single project of any significance and are usually applied as a partial contribution to support different needs from year-to-year. Depending on the need, these funds may be used to offset the cost of production services related to a specific project, to support FTE for a communications project, or to generally support the publication operations within Communications and Public Affairs.

KPIs – Quality of Product: Audience Recognition (*branding, readership, awards*), Reader Feedback (*user response data*), Volume of Work (*quantity of publication*).

Departmental Base Budget Overview

Department **Catalogs**

Executive **President**

Index **402052**

Program **06**

Base Budgets:

1998	1999	2000	2001	2002	2003	2004	2005	2006	2007	2008	10-Year % Change
65,781	63,264	63,264	63,264	48,264	48,264	48,264	48,264	48,264	48,383	48,383	-26.45%

Communications and Public Affairs Mission Statement – To support and promote MSU's teaching, research and service activities through expert and creative communications.

Relationship and Necessity – Communications and Public Affairs uses the funding in the Catalogs account to design, produce, store and distribute the biennial MSU Bulletin (Catalog) and the Summer Bulletin(s). These publications are essential resources that support student recruiting, course registration and retention. Due to the biennial cycle of the main Bulletin, funds are managed on a two-year basis with the composite of funds covering a single MSU Bulletin and two Summer Bulletin editions. Otherwise, the annual budget would not cover the expenses of producing the MSU Bulletin and Summer Bulletin in the same year.

Services –These funds are applied primarily to the external costs related to printing the three editions, as well as to the internal costs related to design and production, and the two-year storage and distribution of the MSU Bulletin through MSU Facilities Services.

KPIs – Quality of Product: Student Feedback (*supports enrollment and retention*), Volume of Work (*quantity of publication requests*), Internal Feedback (*as aids to registration and enrollment*).

Departmental Base Budget Overview

Department **Alumni Affairs**

Executive **President**

Index **402060**

Program **06**

Base Budgets:

1998	1999	2000	2001	2002	2003	2004	2005	2006	2007	2008	10-Year % Change
208,092	204,927	237,976	241,399	224,823	236,366	239,738	241,848	248,946	254,174	260,006	24.95%

Mission Statement- The mission of the Alumni Affairs Office is to serve as a liaison between alumni and Montana State University and to develop positive relationships between the University, her alumni and friends.

Relation to/necessity to Montana State University- Alumni have a vested interest in their alma mater. The loyalty, commitment and pride an alumnus holds carries promise of critical support for the University. Alumni play a vital role in Montana State University's future. No other organization on the campus keeps in contact with **all** alumni. Alumni Affairs and the Alumni Association serve as the culture bearers of the university. Alumni serve as recruiters for new students, mentors for college students, employers for graduates, lobbyists for university issues, volunteers on advisory boards, coordinators of university events and financial supporters of Montana State University. Along with faculty and students who demonstrate excellence, a strong alumni base is fundamental to a quality university.

Services provided to the University –

- Maintenance of demographic and geographic data for the 81,855 alumni records
- maintain a home page relating to events/activities targeted to the alumni population
- Provide leadership and oversight of the Alumni Association which provides a rich array of information and activities for alumni with the intent of keeping them connected and involved with Montana State University:
 - Publication and distribution of the quarterly alumni/university newspaper, the Collegian, to all alumni households (60,675)
 - Distribution of quarterly Collegian to parents of current student households
 - Creation and distribution of an electronic newsletter covering alumni/university and community news to over 15,000 alumni
 - On line database provided for alumni to connect with classmates and others in geographic locations or similar professions
 - Survey of alumni to determine interests, commitment to and perceived needs from the university
 - Awards for Excellence program; an Alumni Association/Chamber of Commerce banquet where 40 students and 40 faculty members are recognized for excellence
 - Organization and hosting of over 120 events for alumni/friends hosted throughout the state and around the country
 - Learning experiences provided to our alumni through an active travel program and lecture series
 - Scholarship support (approximately \$25,000/year) to new freshmen, transfer and outstanding campus leaders

KPI –

- 16% of alumni choose to be dues paying members of the Alumni Association (national average 9%)
- Members of the Alumni Association give to Montana State 3X the amount given by non-members

- For all services provided, 1/3 of expenditures come from state dollars and 2/3 come from non-state/external dollars

Departmental Base Budget Overview

Department **Litigation Costs**

Executive **President**

Index **402070**

Program **06**

Base Budgets:

1998	1999	2000	2001	2002	2003	2004	2005	2006	2007	2008	10-Year % Change
0	0	0	0	0	0	0	0	0	0	0	

The Litigation account has been one into which funds, primarily from University Reserve, are placed as needed, for the purpose of settling legal actions to which the University is a party and for which it is not otherwise covered.

Having a base budget in this account would allow Legal Counsel and the President to be more proactive in the settlement of actions, saving time and, probably, money. Legal Counsel suggests \$50,000 as an amount that would allow this flexibility and would, during the course of a normal year, be expended.

Departmental Base Budget Overview

Department **Office of Planning & Analysis**

Executive **President**

Index **402080**

Program **06**

Base Budgets:

1998	1999	2000	2001	2002	2003	2004	2005	2006	2007	2008	10-Year % Change
0	0	0	0	0	244,580	248,086	249,936	263,877	271,831	282,021	

In February 2002, the Office of Planning and Analysis was created to accommodate the President's changes to the University's internal planning and analysis functions. In prior years, this office was Institutional Research under the Provost and then merged with the University Budget Office for one year.

The mission of the Office of Planning & Analysis is to provide data, expertise, analysis, and staffing necessary to support the University's planning, institutional research, and university assessment committees and processes.

The Office supports the University's leaders, and its strategic planning processes, by providing objective, accurate, and timely information, analysis, and advice to inform the decision-making and resource allocation process. In addition, the Office conducts studies that describe, analyze, and evaluate the operations and outcomes of the University, and maintains an electronically accessible database of institutional trends. The office also responds to ad hoc requests from any university constituent seeking data.

It is a primary expectation of President Gamble that the University will engage in an open, data-rich, budget development process that is directly linked to the maintenance of a long-range plan, the identification of specific strategic priorities, and a detailed assessment of resource allocation outcomes.

Departmental Base Budget Overview

Department **University Relations**

Executive **President**

Index **403001**

Program **06**

Base Budgets:

1998	1999	2000	2001	2002	2003	2004	2005	2006	2007	2008	10-Year % Change
146,552	131,520	147,190	132,870	137,094	156,272	164,677	168,430	173,903	180,958	0	

Note: Index name was University Relations

The mission of Communications and Public Affairs is to build support for the university by increasing awareness and understanding of MSU's value to key stakeholders. This is accomplished by presenting and reinforcing the university's strategic messages to our various audiences and by cultivating relationships which increase support for the University. The office directly impacts the following strategic priorities of MSU: 1. recruitment (enhancing the reputation of MSU has a direct impact on recruiting students, faculty and staff, as well as fund-raising for scholarships; successful lobbying secures adequate state support) 2. retention (parent/family association builds relationship with families of current students, a proven factor in retention) 3. fund-raising (the strength of MSU's reputation provides the foundation for successful fund-raising and capital campaigns) 4. quality enhancements (marketing of quality programs and successes results in improved ability to recruit and retain high quality faculty, administrators and students; successful lobbying with the state legislature helps sustain and enhance our physical and technological infrastructure.)

Key activities which support these priorities are: serving as the MSU lobbyist with the state legislature; preparing the University position for the media on controversial and sensitive issues; developing marketing and public relations activities (e.g. MSU-4-a-Day tours); overseeing the Collegiate Licensing Program for all MSU campuses; providing programs for parents which increase support of the university (e.g. Fall Parent/Family Weekend); developing print and electronic publications which promote the accomplishments of MSU students, faculty and staff; developing "town-gown" events (the Provost's friend-raising efforts, special tours, building ceremonies); supporting the President's relationship-building with community leaders and the media around the state (preparing speech materials, planning visits); and planning special celebrations and other events for the campus and community (e.g. VIP tours; meetings of the President's Advisory Council; Welcome Back Picnic.)

Departmental Base Budget Overview

Department **University Advertising**

Executive **President**

Index **403002**

Program **06**

Base Budgets:

1998	1999	2000	2001	2002	2003	2004	2005	2006	2007	2008	10-Year % Change
0	0	9,150	9,150	9,150	9,150	9,150	9,150	9,150	9,150	9,150	

Communications and Public Affairs Mission Statement – To enhance MSU's public image, increase the public's awareness of MSU's accomplishments, and develop consistent communications that build the university's reputation.

Relationship and Necessity – The budget for the University Advertising account is managed by Communications and Public Affairs, with oversight from the President's office. This account has been used primarily to support the annual advertising charges related to the "MSU This Week" feature in the Bozeman Daily Chronicle. Recently, this account has greatly expanded in scope and now supports a wide variety of advertising initiatives related to MSU events, presidential events and marketing support. One of the key strategies of the current Integrated Marketing Plan is to implement an image building advertising campaign in an effort to lay the groundwork for the capital campaign and support the recruitment of students. These objectives have all been identified as key components to support the university's 5-year vision plan and strategic priorities.

Services –These funds are applied primarily to the external costs related to advertising fees for various outlets such as newspaper, radio and TV as well as costs associated with art production.

KPIs – Perception of Brand: Public Feedback (*supports MSU image and public perception*), Internal Feedback (*supports recruitment and fund raising*).