

## Departmental Base Budget Overview

Department **Dean - School of Nursing**

Executive **Provost**

Index **411001**

Program **04**

**Base Budgets:**

1997	1998	1999	2000	2001	2002	2003	2004	2005	2006	2007	10-Year % Change
206,578	216,541	216,397	227,752	229,115	235,321	245,410	249,429	249,943	281,898	298,357	44.43%

The budget for Index 411001 includes the full-time salaries for the Dean, the Assistant to the Dean, and the College's half of the salary and benefits for the Director of Development. This budget index also includes 80% of the Associate Dean for Undergraduate Education's salary, and the travel budget for the Dean. The Nursing curriculum is offered at four sites – Billings, Bozeman, Great Falls and Missoula, and one satellite location in Kalispell. The Dean travels to these sites a minimum of two times per academic year to meet with students, faculty, Campus Directors and/or health care agency administrators and the Directors of other nursing programs throughout the state.

## Departmental Base Budget Overview

Department **Dean of Agriculture**

Executive **Provost**

Index **412001**

Program **04**

**Base Budgets:**

1998	1999	2000	2001	2002	2003	2004	2005	2006	2007	2008	10-Year % Change
132,566	124,570	132,907	135,063	189,701	230,645	234,365	234,594	240,832	250,212	254,657	92.10%

The College of Agriculture Dean's Office provides the administrative leadership to teaching, research and service programs in six academic units. The students in the College are our "true" legacy. It is vitally important that we teach students the importance of life-long learning, team work, problem solving, and communications. When they leave the university, students must be prepared and capable of contributing to a rapidly changing society. Instructional programs in the College are evolving to meet the demands of a changing society in Montana and the region.

This funding supports 3.97 FTE academic administration and academic support, budget management, Ag Ambassador operations, recruiting and general operations in the College of Agriculture. In addition, a significant portion of the "Dean's Office" is funded through the Montana Agricultural Experiment Station. There are no other funding sources for these positions or services in the College budget.

## Departmental Base Budget Overview

Department **Dean of Education, Health & Human Development**

Executive **Provost**

Index **413001**

Program **04**

**Base Budgets:**

1998	1999	2000	2001	2002	2003	2004	2005	2006	2007	2008	10-Year % Change
260,863	255,751	262,930	266,399	273,914	285,565	292,598	293,798	306,747	313,387	321,459	23.23%

Due to the nature of this account, the salaries of the dean, associate dean and the administrative support personnel constitute 89% of the total budget. The remainder is used for operating expenses for the dean's office and supporting the Teachers' Resource Center, Field Placement/Certification, and Testing Services.

## Departmental Base Budget Overview

Department **Dean of Engineering**

Executive **Provost**

Index **414001**

Program **04**

### Base Budgets:

1998	1999	2000	2001	2002	2003	2004	2005	2006	2007	2008	10-Year % Change
165,503	163,044	175,129	177,740	277,290	218,621	305,317	308,016	319,755	353,232	367,496	122.05%

**College Mission Statement:** The College of Engineering will serve the State of Montana and the nation by: Supporting student achievement; Integrating learning and discovery; and Developing and sharing technical expertise.

**Department's Centrality to the University Mission, Core Values, and Priorities:** The role of the College of Engineering is to provide support for a critical aspect of the University's land-grant mission, that of the "mechanical arts" (engineering) referred to in the Morrill Act. Specifically, the College supports nine professionally accredited undergraduate degree programs including two doctoral programs (one with seven options), an NSF Engineering Research Center, and other significant research and outreach centers (i.e., WTI, MMEC and LTAP). The College has also opened the EMPower (Engineering Minority Program) Student Center to meet part of its mission of recruiting and retaining minority students.

The MSU COE is a high visibility program. Our ability to attract high quality students is demonstrated in statistics from New Student Services. These statistics indicate that nearly a quarter of applications to MSU indicate an interest in a program in the COE. Not all of these students ultimately enroll in our programs, but a significant number of potential students view the COE favorably in their decision to attend MSU. The College has also had significant success in enhancing our programs to recruit and retain minority students within the College. Native Americans are the State's largest minority, and our minority recruitment and retention efforts place an emphasis on that group. Enrollment of Native American students in the COE has tripled for the AY05 year. The COE currently has over 15,000 living alumni. This alumni base and strong ties to Montana and national industry have helped the COE realize the strongest private support amongst the academic units.

**Other measures of the department's quality:** The measure of quality of a dean's office is how well its departments and students perform. All COE undergraduate programs are professionally accredited, and have been since their initial review decades ago. Our students do very well on the Fundamentals of Engineering (FE) Exam. The national pass average for this test is approximately 75%. The overall average for students in the COE has been 91% cumulative over 14 years. The College has also embarked upon several initiatives related to university goals.

- Attraction of out-of-state students, particularly international students, to the College of Engineering ~ all increasing
- Leading faculty initiatives for curriculum enhancement and student diversity:
  - Hewlett Foundation Grant (\$750K over three years)
  - Multi-Disciplinary Design Initiatives (Invited by the National Academies of Engineering to present)

## Departmental Base Budget Overview

Department **Dean of Letters & Sciences**

Executive **Provost**

Index **415001**

Program **04**

### Base Budgets:

1998	1999	2000	2001	2002	2003	2004	2005	2006	2007	2008	10-Year % Change
306,035	305,130	334,068	340,007	354,541	396,834	411,956	413,549	442,437	486,982	517,714	69.17%

**Mission:** The mission of the College of Letters and Science is to offer students a broad educational foundation for lifelong cultural, intellectual, and personal growth as well as training for professional life. This educational foundation should help students develop their abilities to think critically and creatively and to communicate effectively. Students should have a background in humanities, social sciences, mathematics, and natural and physical sciences; an understanding of the social, political, and ethical issues in the modern world; and an appreciation of the cultural diversity in the United States and the world. Students should also see how their university studies are related to personal, national, and global issues.

The role of the CLS Dean's Office is to coordinate, facilitate and optimize the work of the following 15 departments that report to the dean:

- Cell Biology and Neuroscience
- Chemistry and Biochemistry
- Earth Sciences
- Ecology
- Economics\*
- English
- History and Philosophy
- Mathematical Sciences
- Microbiology
- Modern Languages and Literatures
- Native American Studies
- Physics
- Political Science
- Psychology
- Sociology and Anthropology

Letters and Science provides approximately three-quarters of the university core curriculum serving students in all fields and half of the MSU undergraduate and graduate courses.

\*Economics also reports to Dean of Agriculture and the budget is administered thru Ag.

## Departmental Base Budget Overview

Department **Writing Center**

Executive **Provost**

Index **415841**

Program **04**

### Base Budgets:

1998	1999	2000	2001	2002	2003	2004	2005	2006	2007	2008	10-Year % Change
58,093	56,252	54,982	55,643	58,665	61,009	61,561	61,839	63,175	64,925	67,782	16.68%

**Mission:** Since 1983, the Writing Center has been a free service for MSU students working on university writing assignments. The Center has tutors to help writers brainstorm, organize, and develop their ideas. Tutors also assist with understanding assignments, discovering research strategies, and polishing academic style. The Writing Center has a Computer Lab available for student use; and it offers a Writing-Across-the-Curriculum Program, a free service to university instructors who want to include writing as part of their course activities. Writing-across-the-curriculum professionals help instructors design good assignments and develop workable strategies for assessment. In addition, WAC coordinators provide classroom workshops on writing, tailored for the class and assignment.

**Relation to University:** Many students, in whatever field of study, need additional support as they learn to write clearly and effectively in an academic environment. Writing Center programs help students succeed and stay at the university, and thus are part of our retention efforts. Students at all levels of achievement work with the Center.

**Services Provided:** Last year Writing Center tutors had over 3000 visits from students in over 300 different classes on campus, from all colleges. The Writing Center Computer Lab had over 6000 visits, which averages out to 250 visits per week. The coordinators of the Writing-Across-the-Curriculum Program impacted students when working with faculty on assignment design. Total student contacts, then, would be in excess of 9000. The Writing Center continues to play a pivotal role in the enhancement of the writing abilities of MSU undergraduate and graduate students and in the development of writing intensive courses across campus. In addition, the Writing Center has a satellite office in the library, where the Writing Center at the Library offers students enhanced opportunities to work with a professional tutor in areas of essay and research design and production. The tutor at the library is funded by the English Department, with the Library supplying space and computers.

## Departmental Base Budget Overview

Department **Office of Tribal Services**

Executive **Provost**

Index **415851**

Program **04**

**Base Budgets:**

1998	1999	2000	2001	2002	2003	2004	2005	2006	2007	2008	10-Year % Change
68,280	63,976	64,325	65,938	67,764	73,870	74,855	78,616	0	0	0	

**NOTE:** As of FY2006, budget merged into the Department of Native American Studies, Index 415850.

## Departmental Base Budget Overview

Department **Dean of Arts & Architecture**

Executive **Provost**

Index **416001**

Program **04**

### Base Budgets:

1998	1999	2000	2001	2002	2003	2004	2005	2006	2007	2008	10-Year % Change
158,439	170,144	181,506	184,776	176,260	181,897	183,970	186,475	192,531	199,444	207,865	31.20%

The College of Arts and Architecture has been a substantial contributor to the growth of the university over this period of KPI documentation. The CAA has increased 20%, 22% FTE students, and 43% in majors from 1996-2005.

The mission of the CAA is to prepare students to think, create, and communicate in the art forms of their choice. The college promotes an active, interdisciplinary approach to learning that encourages creativity and artistry through individual and group projects, performance and production. Through studio based learning, internships, foreign and domestic travel, international exchange programs, electronic media, virtual courses, and non-resident enrollment CAA students experience and grow to understand the professional and cultural world of their respective disciplines. The role of the arts is central to the comprehensive definition of a university, land grant or otherwise.

The role of the CAA Dean's Office is to coordinate, facilitate and optimize the work of the six arts units (Architecture, Art, Media & Theatre Arts, Music, KUSM, Montana Public Television, and Shakespeare in the Parks) that report to the Dean. CAA Dean's Office base budget covers 1.0 FTE for the dean, .75 FTE for the assistant dean, and 1.50 FTE for administrative support.



## Departmental Base Budget Overview

Department **Dean of College of Business**

Executive **Provost**

Index **417001**

Program **04**

### Base Budgets:

1998	1999	2000	2001	2002	2003	2004	2005	2006	2007	2008	10-Year % Change
222,078	212,755	224,086	225,454	242,507	253,890	259,694	350,474	364,352	379,588	402,162	81.09%

**Vision Statement:** The College of Business at Montana State University will provide a locally revered and nationally recognized business education for undergraduate students and in selected areas of graduate study. The programs of study will be distinguished by the personalized attention accorded to students, an integrated and contemporary curriculum, and the dedication of the faculty to creating an extraordinary classroom environment and facilitating career opportunities for graduates.

**Mission Statement:** The Mission of the College of Business is to provide excellence in undergraduate and select graduate business education. To accomplish this, the College

- Fosters an integrated, experiential, and personalized learning environment
- Encourages critical thinking, effective communication, life-long learning, ethical decision making, and social responsibility

The College is committed to the teacher-scholar model in which faculty members are simultaneously engaged in teaching and research. The College provides service and outreach to its stakeholders in keeping with this aspect of the University's land-grant mission.

**Justification and Contributions:** A summary of the contributions of the College of Business to the broader MSU campus is detailed on the base budget overview, College of Business Instruction, 417100. The growth in administrative budgets, 417001 includes the addition of a new Associate Dean for Academic Affairs who serves as Director of the Center for Excellence in Undergraduate Business Education (about 25% of budget). When compared to 2007 AACSB survey results, the college administrative salaries are well below national averages for public accredited colleges of business. The Dean's salary, the Associate Deans' salaries, and the Assistant Dean's salary all fall near or below the 25<sup>th</sup> percentiles in national comparisons.

	MSU College of Business, FY08	National Ave, FY07	MSU/Nation	*National Percentile Rank
<b>Dean's Salary</b>	\$142,625	\$188,800	75.54%	25 <sup>th</sup> % = \$137,200
<b>Associate Dean's Salaries</b>	\$105,216	\$146,300	71.92%	10 <sup>th</sup> % = \$104,600
<b>Assistant Dean's Salary</b>	\$71,995	\$89,800	80.17%	25 <sup>th</sup> % = \$69,300

\* percentage of salaries nationwide which fall below this level

## Departmental Base Budget Overview

Department **Student Services - College of Business**

Executive **Provost**

Index **417004**

Program **04**

**Base Budgets:**

1998	1999	2000	2001	2002	2003	2004	2005	2006	2007	2008	10-Year % Change
68,920	68,886	72,129	77,986	83,033	87,459	89,404	89,664	108,010	115,000	125,103	81.52%

**Mission and Vision:** provided on the base budget overview Dean College of Business, 417001.

**Justification and Contributions:** A summary of the contributions of the College of Business to the broader MSU campus is detailed on the base budget overview, College of Business Instruction, 417100.

The College of Business Office of Student Services provides mentoring, student support, student record keeping and student degree certification. With the addition of the graduate program in accounting in the past five years the services provided by this office have increased.

The total support staff for the college, 7.2 FTE, provides support services to approximately 1,200 undergraduate and graduate students, to 6.1 FTE administrative and professional positions and to approximately 32 FTE tenure-track and adjunct faculty. The contributions of the support staff are crucial to the continued success of the college.

## Departmental Base Budget Overview

Department **Library**

Executive **Provost**

Index **418001**

Program **04**

### Base Budgets:

1998	1999	2000	2001	2002	2003	2004	2005	2006	2007	2008	10-Year % Change
3,350,438	3,466,927	3,652,762	3,929,808	4,061,042	4,311,209	4,533,601	4,769,791	5,090,294	5,434,986	6,083,200	81.56%

The mission of the MSU Libraries is to facilitate student and faculty success by providing access to information and knowledge in support of the teaching, research, and outreach missions of Montana State University. The MSU Libraries is both an investment and an asset that continues to produce returns for the State. Most library resources are reusable by successive classes and generations of students and alumni. MSU's library is without question the best agricultural, science, technical, medical (STM) library in the state. It is the information resource that will support Montana's future economy.

The library returns great value to the university and the State for the investment that is made in it. Through a regular program of assessment the library routinely consults with its constituencies to seek counsel and affirm its responsiveness to their changing needs. The library is central and essential to the university's mission of teaching, research, and service. It is particularly so in support of undergraduate learning and independent research and discovery. The library also contributes through its instructional programs, its use of technology, and its collections to students' information literacy, which is a valuable commodity in the workplace and the realm of citizenship. The university's students, faculty and researchers clearly tell us that access to scholarly information is essential to their success; our strategy is to bring it to their desktops electronically whenever possible.

Appropriate KPIs:

Ratios would be: expenditure per student; serials subscribed per student; monographs purchased per student; seats per student; staff per student

Other metrics: materials expenditures, gate count, web site activity, students receiving formal instruction, reference transactions, interlibrary loan transactions

## Departmental Base Budget Overview

Department **VP Academic Affairs - Support Reserve**

Executive **Provost**

Index **419011**

Program **04**

**Base Budgets:**

1998	1999	2000	2001	2002	2003	2004	2005	2006	2007	2008	10-Year % Change
0	3,900	61	61	61	61	61	61	61	61	61	

This is a reserve index for Program 04 – Academic Support in the Provost’s Office. If funds are not needed for specific academic support indexes at the start of the fiscal year, they are deposited here until they are transferred out. Since 2000, this amount has only been \$61. This nominal amount is kept to maintain the index in an active status.

## Departmental Base Budget Overview

Department **Academic Affairs Support**

Executive **Provost**

Index **419403**

Program **04**

**Base Budgets:**

1998	1999	2000	2001	2002	2003	2004	2005	2006	2007	2008	10-Year % Change
122,663	129,391	165,139	166,681	171,126	180,939	184,239	184,239	191,152	202,807	210,171	71.34%

This index solely supports the salaries for the Vice Provost for Academic Affairs and the Budget and Fiscal Director.

Both these positions are full partners on the Provost's Management Team.

## Departmental Base Budget Overview

Department **Teaching Learning Program**

Executive **Provost**

Index **419404**

Program **04**

**Base Budgets:**

1998	1999	2000	2001	2002	2003	2004	2005	2006	2007	2008	10-Year % Change
2,534	2,534	2,534	2,534	2,534	2,534	2,534	2,534	2,534	2,534	2,534	0.00%

These funds are used by the Teaching Learning Committee, under the direction of the Assistant Vice Provost for Undergraduate Education, for faculty training, orientation, individual improvement, and other special faculty projects. Some funds are used for the President's Distinguished Teaching Award (\$2500 to \$5000 depending on the number of awards given that year.)

The Provost's Reserve usually adds one-time funding each year to bring the level to \$12,500.

## Departmental Base Budget Overview

Department **University Studies**

Executive **Provost**

Index **419410**

Program **04**

### Base Budgets:

1998	1999	2000	2001	2002	2003	2004	2005	2006	2007	2008	10-Year % Change
209,149	210,535	222,789	225,679	226,968	234,762	240,138	227,546	236,178	268,998	265,002	26.70%

The University Studies Program 1) provides academic advising to approximately 30% ( $\pm 700$ ) of incoming MSU freshmen as well as over 600 second- and third-year students, and—through the Academic Advising Center—advising to an increasing number of students in other majors, 2) offers an average of 45 sections (over 2000 student credit hours) of the University Seminar core course each year, 3) provides over 50% of the academic advising for Liberal Studies majors, 4) provides training in academic advising for MSU Orientation leaders, 5) manages the National Student Exchange program, and 6) provides administrative support for the Undergraduate Scholars Program. Enrollment in both University Studies and the First-Year Seminar has shown consistent growth over the past 15 years.

Through its programs of academic advising and first-year seminar, University Studies plays a key role in preparing MSU students for study in their chosen major: A staff of nine advising professionals—including the new Students-in-Transition Advisor—works with students to match their individual interests and goals with college coursework to construct a personalized program of academic study; to complement the advising component, all seminar sections include coursework in the integration of academic study with personal life goals. The combination of advising and seminar study provides focused, substantial preparation for major study in one of MSU's eight colleges.

Notes: 1) 75% of students who persist to graduation after declaring a major through University Studies end up graduating in that major. 2) On average, 95% of students who declare majors through University Studies do so before completing 45 credits. 3) The US First-Year Seminar offers special sections for non-traditional-age and Native American students.

### Significant Base Budget Variances, 1996-2005

FY97 - \$55,217 base increase from FY96 reflected the additions of .4FTE pre-health advisor, .5 FTE retention coordinator and .75 FTE Freshman Seminar Assistant Coordinator as well as regular salary increases.

FY98 - \$9,443 base increase reflects professional, administrative and classified salary increases  
\$1,000 budget reduction

FY99 - \$2,081 budget reduction

FY00 - \$10,270 reflects salary increases for professional, administrative, classified; 3.5% raise for Director

FY02 - \$7,500 budget reduction

\$942 "special session" reduction

FY04 - \$40,000 budget reduction to support, in part, the new VPUE position.

\$43,440 base budget amendment approval by UPBAC in support of University Studies First Year Seminars

FY05 \$3,720 base increase reflects professional, classified, faculty salary increases  
\$16,354 budget reduction reflects transfer of Pre-Health Advisor position to Health Sciences



## Departmental Base Budget Overview

Department **Dean of Graduate Studies**

Executive **Provost**

Index **419420**

Program **04**

### Base Budgets:

1998	1999	2000	2001	2002	2003	2004	2005	2006	2007	2008	10-Year % Change
199,677	214,915	332,472	334,736	322,994	334,259	337,037	338,830	348,545	361,935	474,683	137.73%

The Division of Graduate Education – (DGE) is undergoing a significant transition year in FY08. Dr. Carl Fox is now in his second year as Vice Provost of Graduate Education. The Interim Assistant Dean position will likely be filled on a permanent basis during FY08.

Several graduate programs, and their students, have substantially benefited from MSU's participation in the Subsurface Science Graduate Program (SSGP) through the Inland Northwest Research Alliance (INRA). The DGE administers the SSGP on the Bozeman campus and provides accounting and reporting support for the program. A major component of the program is fellowship support for doctoral students in selected disciplines. By the end of FY08, nearly \$800,000 will have been expended in support of fifteen MSU Ph.D. candidates for all or part of their programs.

Increasing graduate student enrollment is a major goal of MSU's Five Year Vision. To achieve this goal, DGE must implement new and continue existing programs that will enhance our competitiveness in attracting high quality graduate students. A key component of our strategy is the development of the Molecular Biosciences Program. The Molecular Biosciences Program has already successfully recruited and enrolled nine nationally competitive doctoral students in the program. DGE has received \$100,000 to support these new Molecular Biosciences doctoral students. Additional funds will be necessary to sustain this success and institutionalize this program on a long-term basis.

DGE is also initiating a national recruiting program as well as developing a comprehensive Graduate Education section for the 2008-2010 MSU catalog (on-line and paper versions). We have only been able to work on both these activities as a result of the addition of a second admissions coordinator in DGE. In terms of recruiting, we are attending national, regional, and state career fairs in an effort to promote MSU graduate programs, developing new promotional materials, and investing in additional online capabilities for DGE.

Our base budget will need to be re-evaluated in order to match the enrollment goal with the required resources to meet that goal. On a short-term basis we are able to cover our expenses. However, if we are to continue to grow our graduate student population and meet enrollment goals, we will need to have the funds to support our efforts on a long-term basis as part of the DGE base budget.

## Departmental Base Budget Overview

Department **Undergraduate Scholars Program**

Executive **Provost**

Index **419430**

Program **04**

### Base Budgets:

1998	1999	2000	2001	2002	2003	2004	2005	2006	2007	2008	10-Year % Change
21,429	30,728	32,429	32,713	33,403	34,031	34,093	34,259	35,169	47,524	49,756	132.19%

The Undergraduate Scholars Program (USP) provides opportunities for students to participate in research and creative activity to create a scholarly product. Through their projects and through other related activities (seminars; presentations; professional meetings), students improve their ability to put concepts and tools into practice and acquire the skills necessary to be successful in their chosen career. Students from all academic colleges at MSU participate in USP during the regular academic year and the summer session. The USP is administered by a .5 FTE Director (MSU faculty member), a .10 FTE Program Coordinator, and a .30 FTE Administrative Associate.

In the past, USP has been funded largely by MSU-based sources. During FY 06, USP continues to receive additional external support through a \$17,600 grant (\$88,000 total over 3 years) from the Arnold and Mabel Beckman Foundation for a Beckman Scholars Program. USP also administers funding for the Montana Biomedical Research Infrastructure Network (INBRE) program. The figures documented above in the base budget do not reflect the funds required to adequately and effectively administer these funds. To continue the administration of the program it has been necessary to rely on one-time non-base budget funding from the Provost Reserve account.

USP directly and strongly supports MSU's educational mission by integrating instruction with research and creative activity. The USP strongly supports and addresses MSU's Five-Year Vision Plan, specifically Sections III. E. and IV. D. which state:

### III. Curriculum

E. All undergraduates will participate in an undergraduate research or creative experience course, and all new freshmen will participate in First Year Seminars (55% of 2002-03 freshmen participated in a First Year Seminar).

### IV. Research and Creativity

D. There will be a demonstrable increase in the involvement of graduate and undergraduate students in grants and contracts activity.

The budget increase of \$628 from FY 02 to FY 03 was for salary increases for classified and professional/administrative employees.

The budget increase of \$62 from FY 03 to FY 04 was for salary increases for classified employees.

The budget increase of \$166 from FY 04 to FY 05 was for salary increases for professional/administrative employees.

## Departmental Base Budget Overview

Department **International Programs-Education**

Executive **Provost**

Index **419630**

Program **04**

### Base Budgets:

1998	1999	2000	2001	2002	2003	2004	2005	2006	2007	2008	10-Year % Change
183,178	181,176	191,198	194,804	194,276	207,676	211,709	213,623	225,477	296,667	307,702	67.98%

It is the mission of the Office of International Programs (OIP) to strengthen the international dimensions of Montana State University. Globalization trends have transformed our society, integrating the United States and Montana into a truly global economy. These powerful trends have fundamental implications for higher education in general and for Montana State University specifically. They require MSU:

- To provide the international knowledge and experience our graduates will require in today's global careers and in their interaction with other cultures;
- To support opportunities for faculty to be internationally engaged in their disciplines;
- To have a global network of partnerships with institutions and organizations for the benefit of the university and the State of Montana;
- To be a truly international academic community, welcoming faculty and students from throughout the world.

OIP offers a comprehensive range of services to fulfill this mission. These include maintaining a global network of active international partnerships, now numbering 42 throughout the world, supporting student and faculty exchange, as well as collaboration on research projects and other activities. OIP maintains study abroad programs for MSU students at 235 locations in 50 countries, offering MSU students a richer array of study abroad options than any of our peer institutions. In addition, OIP is implementing a major and popular new initiative to encourage MSU faculty to lead short-term study abroad programs for students and has launched the new Global Studies Minor. OIP provides important services to MSU's international students and scholars, and fulfills MSU's responsibilities under demanding post 9/11 U.S. government visa regulations. OIP also exercises leadership in the area of international student recruitment, an area of increasing importance with growth of MSU's international student population being a priority within MSU's institutional goals. In addition, OIP leads in the development of external funding for MSU's international activities, working together with MSU faculty on a wide range of projects around the world. OIP's community outreach activities include International Education Week, the International Street Food Bazaar, the Brown Bag Lunch Lecture Series and many collaborative efforts and events with the Montana Center for International Visitors.

These are challenging times for international education in the U.S. Visa restrictions and other factors are pushing foreign students to other nations' universities. OIP's recruitment efforts have maintained our foreign student enrollments. In 2003-2004, MSU's international students contributed approximately \$7.5 million in tuition, fees and living expenditures to MSU and the local economy. OIP has been very effective in winning external funding for MSU international activities having generated grants totaling in excess of \$3,000,000 since 1994. During the last year OIP collaborated with other academic units on funded programs in the former Soviet Union, Japan, the Middle East, Morocco, Croatia and Mali. OIP has earned

national and international recognition for our work in Arabic language and culture and is working to expand the program with a grant and addendum funds from the Fund for Improvement of Postsecondary Education (FIPSE).

## Departmental Base Budget Overview

Department **Film & TV Academic Support**

Executive **Provost**

Index **41KU01**

Program **04**

### Base Budgets:

1998	1999	2000	2001	2002	2003	2004	2005	2006	2007	2008	10-Year % Change
176,596	159,406	143,626	149,580	143,990	145,106	147,800	149,579	155,248	161,297	165,416	-6.33%

KUSM's (MontanaPBS) purpose is to acquire, produce and deliver to significant Montana audiences high quality television programming, production and community outreach services. MontanaPBS reaches approximately 570,000 Montanans over-the-air in Bozeman, Helena, Livingston, Missoula, Billings, and in the near future Butte, and on cable in over 60 communities throughout the state. Approximately 8,300 households are contributing members of The Friends of MontanaPBS providing over \$600,000 in support for the stations in Missoula and Bozeman. KUSM also serves as a telecommunications center providing a full range of technical and creative services to the university, state and federal agencies. KUSM is a partner with the MSU Media and Theatre Arts Department and the Master of Fine Arts Degree Program in Science and Natural History Filmmaking sharing facilities and staffing. Students are integrated into the station environment and perform vital services working as interns, student employees or for required course credit.

MontanaPBS faces several simultaneous fiscal and technological challenges.

- Completing the Federally-mandated conversion to Digital Television.
- The expansion of over-the-air service into new communities.
- The expansion of local cable service into new communities.
- The repayment of a six year university intercap loan for our satellite distribution system.

KUSM has successfully obtained Federal grants, state appropriations and private support. Each of these projects requires local matching funds and we have embarked upon a 3 million dollar capital campaign. Examination of the history of this account will show only a small increase over the ten years. Perhaps more telling is what has happened to the account from 1998 to present. The negative shift in that time is \$21,348. It has been very difficult to maintain a service with increased obligations and expectations and a steady decline in base budget support.

## Departmental Base Budget Overview

Department **Museum of the Rockies**

Executive **Provost**

Index **41MOR**

Program **04**

### Base Budgets:

1998	1999	2000	2001	2002	2003	2004	2005	2006	2007	2008	10-Year % Change
209,098	206,624	217,310	226,238	293,369	309,569	314,047	316,891	328,237	344,661	305,162	45.94%

**Centrality to MSU Mission:** The Museum has existed for 49 years because it is integral to MSU's mission.

**Higher Education is an investment for the State:** For every dollar the state has invested during the last ten years, the museum has earned an average of \$6.31 in non-state money to care for the collections and make those collections, as well as research information, exhibits, and educational materials, accessible to Montanans.

**Accountability to the University community, State, and constituencies:** The museum is accountable directly to the university provost and a private citizen board, which includes university members and students. Over the time shown, the museum served an average of 5,000 donor members and 125,000 annual visitors, of whom 15,000 were school children. In 2005 and 2006, "K-12" organized school trips had free admission, and donation-supplemented transportation.

**Strategic planning/strategic thinking:** The Museum works with the university, the community, and private citizens to craft and achieve five-year strategic plans, linking resource allocation to measurable goals and milestones.

**Can not be all things to all people:** The Museum of the Rockies will continue to have a strategic focus on dinosaur paleontology, western cultural history, historic photography and Yellowstone geology.

**Accreditation:** The Museum of the Rockies has been accredited by the American Association of Museums since 1987. We are a Smithsonian affiliate and the only accredited museum in the Montana University System.

**Workload/Constituent Demand:** MOR is the most visited museum in Montana, the #1 non-outdoor, tourist visited site.

**Cost Effectiveness:** Since 1965, the museum has earned a significant percentage of its annual operating revenue; in the last ten years, 75% of Museum expenses have been paid with non-state dollars. Including capital expenditures for exhibits and equipment would result in a much higher percentage attributable to non-state dollars.

**Mandates:** Except for federally-owned specimens, all collections at the Museum are the property of MSU, held in trust for the people of Montana. The University, through the Museum, is responsible for the care, conservation, and accessibility of the university collections in perpetuity.

## Departmental Base Budget Overview

Department **Extended Studies-Dean**

Executive **Provost**

Index **4B2000**

Program **04**

### Base Budgets:

1998	1999	2000	2001	2002	2003	2004	2005	2006	2007	2008	10-Year % Change
156,656	152,046	160,925	163,795	160,589	167,229	170,108	171,145	176,052	188,800	196,415	25.38%

**Mission Statement and Relationship to MSU:** MSU Extended University supports the mission of Montana State University by providing learning experiences using innovative, alternative, and flexible strategies to increase access to MSU and provide lifelong learning opportunities to a diverse audience. The offices (continuing education, distance learning, and BTC) work in collaboration with MSU faculty and staff, state and national agencies, community leaders, and professional associations to design, develop, and deliver credit and non-credit programs using both traditional face-to-face instruction and distance learning technologies. Continuing Education delivers credit and non-credit courses, awards continuing education units, and develops and delivers institutes, seminars, and conferences throughout the state.

**Overview of Activity and Services Provided:** Continuing Education and Distance Learning offices deliver credit courses, provide logistical and technical support for distance degree programs, and design, develop and deliver a variety of non-credit outreach programs. Courses and programs are offered on a cost-recovery basis and are primarily supported by fees for service, grants and contracts. Extended University provides a test-bed and flexible funding model for the delivery of academic credit or non-credit courses and programs to non-traditional and off-campus students. The offices support the development and delivery of approximately 200 credit courses per year, 6 distance degree programs, and 60 non-credit programs with over 4000 enrollments annually. In FY06 30% of all expenditures supported MSU continuing education and distance learning courses and 40% of all expenditures were spent on the development of new MSU outreach programs and courses. Courses and programs are offered on a cost-recovery basis and both credit and non-credit activities provide revenue sharing opportunities for faculty, departments and/or colleges. In FY06 the BTC paid over \$80K in faculty salaries and an additional \$600K return to MSU departments. Funds from this index are used to support development of new programs, basic personnel costs for administration, registration, and accounting.

**Accomplishments:** The offices have experienced steady growth in demand for distance learning and non-traditional program development and delivery. Nationally recognized non-credit programs such as Elderhostel bring visibility and new audiences to MSU. Pre-college programs enhance recruitment opportunities for students of all ages. Extended degree programs such as the Masters Degree in Science Education and the multi-institutional Masters degree in Family Financial Planning establish innovative funding models, share resources, and reach new students. In FY04, Extended University fully integrated continuing education and distance learning registrations within the Banner system. Students enrolling in these courses can now use these courses towards financial aid qualifications as they would any other course on campus. Courses offered through Extended University appear on a common transcript and records appear in a common database for evaluation of student records. Student support services are provided for non-traditional students not physically located on the campus. Currently only 19% of

Extended University operations are supported by state allocations. The remaining 81% of all operations are supported by competitive grants and contracts, fees for services, and private donations.

**Key Performance Indicators:**

- Number of courses and student enrollments
- Student and faculty satisfaction assessment
- Ability to leverage resources to attract external funding (both by BTC and other campus entities)
- Increased collaborative program delivery (external degrees, certificate programs, blended delivery options)



## Departmental Base Budget Overview

Department **Mountain Research Center**

Executive **Provost**

Index **4R1260**

Program **04**

### Base Budgets:

1998	1999	2000	2001	2002	2003	2004	2005	2006	2007	2008	10-Year % Change
100,269	89,770	90,005	90,573	80,124	0	0	0	0	0	0	-100.00%

The Mountain Research Center (MRC develops, synthesizes, and disseminates knowledge on the natural and socio-economic processes influencing mountain ecosystems. Faculty and graduate students associated with the MRC conduct research and educational activities in the Greater Yellowstone Ecosystem as well as in mountains around the world.

The MRC supports MSU's mission in fostering interdisciplinary educational opportunities. The MRC further contributes to MSU's research mission as reflected in a strong trajectory of successful peer-reviewed funding from NSF, NASA and USDA.

The funding reductions from 1998 to 1999 and from 2001 to 2002 represent base budget cuts.

This index was not budgeted for 2003, in anticipation of its inactivation. This index was officially closed as of 2004.