

## Departmental Base Budget Overview

Department **Dean - School of Nursing**

Executive **Provost**

Index **411001**

Program **04**

**Base Budgets:**

2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	10-Year % Change
229,115	235,321	245,410	249,429	249,943	281,898	298,357	297,610	363,821	366,671	60.04%
									110,107	Payroll Benefits
									476,778	Total

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:**

2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	10-Year % Change
135,063	189,701	230,645	234,365	234,594	240,832	250,212	254,657	262,854	258,429	91.34%
									74,816	Payroll Benefits
									333,245	Total

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, the region, and the globe.

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:**

Base Budgets:										10-Year % Change
2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	
266,399	273,914	285,565	292,598	293,798	306,747	313,387	321,459	333,709	342,369	28.52%
									88,526	Payroll Benefits
									430,895	Total

Due to the nature of this account, the salaries of the dean, associate dean and the administrative support personnel constitute 94% of the total budget. The remainder is used for operating expenses for the dean's office including half time support of development director. Increase in 2010 was due to decentralization of benefits.

## Departmental Base Budget Overview

Department **Dean of Engineering**

Executive **Provost**

Index **414001**

Program **04**

**Base Budgets:**

									10-Year % Change	
2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	
177,740	277,290	218,621	305,317	308,016	319,755	353,232	367,496	382,893	380,909	114.31%
									106,809	Payroll Benefits
									487,718	Total

**College Mission Statement:** The College of Engineering (COE) 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 ten undergraduate degree programs, including two doctoral programs (one with seven options) as well as the following research and outreach centers: the Center for Biofilm Engineering (CBE), the Western Transportation Institute (WTI), the Montana Manufacturing Extension Center (MMEC), and the Local Technical Assistance Program (LTAP). The College also operates the EMPower (Engineering Minority Program) Student Center to meet part of its mission of recruiting and retaining minority students.

The College has embarked upon several initiatives related to university goals, including leading faculty initiatives for curriculum enhancement and student diversity. Enrollment of Native American students continues to be strong following a significant increase five years ago. In addition, students actively engage in undergraduate research and take advantage of learning opportunities that extend beyond the classroom by participating in a number of student organizations and national competitions. 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. MSU students also do very well on the Fundamentals of Engineering (FE) Exam. The national pass average is approximately 80%, and the overall average for students in the COE has been 90% cumulative over 10 years. Last fall, MSU's CS students achieved a median score of 78.5% on the Major Field Test in Computer Science, compared to the national median of 74% in the same session. This was MSU's second round of results and MSU students exceeded the median score for both sessions. The College of Engineering also has an outstanding faculty, with five members earning NSF CAREER Awards since 2004.

## Departmental Base Budget Overview

Department **Dean of Letters & Sciences**

Executive **Provost**

Index **415001**

Program **04**

**Base Budgets:**

Base Budgets:										10-Year % Change
2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	
340,007	354,541	396,834	411,956	413,549	442,437	486,982	517,714	539,649	564,946	66.16%
									142,813	Payroll Benefits
									707,759	Total

**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:**

2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	10-Year % Change
55,643	58,665	61,009	61,561	61,839	63,175	64,925	67,782	69,205	62,681	12.65%
									21,838	Payroll Benefits
									84,519	Total

**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:**

2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	10-Year % Change	
65,938	67,764	73,870	74,855	78,616	0	0	0	0	0	-100.00%	
										0	Payroll Benefits
										0	Total

**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:**

2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	10-Year % Change
184,776	176,260	181,897	183,970	186,475	192,531	199,444	207,865	217,461	219,973	19.05%
									67,926	Payroll Benefits
									287,899	Total

The College of Arts and Architecture (CAA) has been a substantial contributor to the growth of the university over this period of KPI documentation. The CAA has significantly increased majors and FTE.

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 a broad range of offerings, 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.

The role of the CAA Dean's Office is to coordinate, facilitate and optimize the work of the five arts units and research lab (Architecture, Art, Film & Photography, Music, Shakespeare in the Parks, and the Creative Research Lab) that report to the Dean. CAA Dean's Office base budget covers 1.0 FTE for the Dean, .5 FTE for the Assistant Dean, and 2 FTE for administrative support.



## Departmental Base Budget Overview

Department **Dean of College of Business**

Executive **Provost**

Index **417001**

Program **04**

**Base Budgets:**

2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	10-Year % Change
225,454	242,507	253,890	259,694	350,474	364,352	379,588	402,162	396,307	406,595	80.35%
									104,365	Payroll Benefits
									510,960	Total

**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 in 2005 of an Associate Dean for Academic Affairs who serves as Director of the Bracken Center for Excellence in Undergraduate Business Education (about 25% of budget). (Note: the COB is a single unit and does not have dept. heads.) When compared to 2009 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, FY10	National Ave, FY09	MSU/Nation	*National Percentile Rank
<b>Dean's Salary</b>	\$144,500	\$206,100	70.11%	25 <sup>th</sup> % = \$149,000
<b>Associate Dean's Salaries</b>	\$113,623	\$154,400	73.59%	25 <sup>th</sup> % = \$124,100
<b>Assistant Dean's Salary</b>	\$75,540	\$100,500	75.16%	25 <sup>th</sup> % = \$76,500

\* 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:**

2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	10-Year % Change
77,986	83,033	87,459	89,404	89,664	108,010	115,000	125,103	139,298	105,970	35.88%
									34,337	Payroll Benefits
									140,307	Total

**Note:** Organizational changes in the College of Business resulted in a position vacancy in 417004 reducing the total budget from FY09.

**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.

## Departmental Base Budget Overview

Department **Library**

Executive **Provost**

Index **418001**

Program **04**

**Base Budgets:**

2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	10-Year % Change
3,929,808	4,061,042	4,311,209	4,533,601	4,769,791	5,090,294	5,434,986	6,083,200	6,384,149	6,648,673	69.19%
									845,711	Payroll Benefits
									7,494,384	Total

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 deliver it to them quickly and 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 usage, electronic journal usage, 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:**

2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	10-Year % Change
61	61	61	61	61	61	61	61	61	61	0.00%
									0	Payroll Benefits
									61	Total

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 **University College Academic Support**

Executive **Provost**

Index **419100**

Program **04**

**Base Budgets:**

2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	10-Year % Change
0	0	0	0	0	26,882	10,455	1,455	10,490	5,455	0.00%
									0	Payroll Benefits
									5,455	Total

These funds are used to support University College operations not covered by individual unit budgets. These may included website maintenance, promotional materials, and limited travel costs.

## Departmental Base Budget Overview

Department **Academic Affairs Support**

Executive **Provost**

Index **419403**

Program **04**

**Base Budgets:**

2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	10-Year % Change
166,681	171,126	180,939	184,239	184,239	191,152	202,807	210,171	220,462	222,252	33.34%
									52,518	Payroll Benefits
									274,770	Total

This index solely supports the salaries for the Vice Provost for Academic Affairs and the Budget and Fiscal Director. It also pays for various funding requests each year that fall into the classification of supporting Academic Affairs as a whole, rather than the general operations of the Office of the Provost / Vice-President for Academic Affairs.

## Departmental Base Budget Overview

Department **Teaching Learning Program**

Executive **Provost**

Index **419404**

Program **04**

**Base Budgets:**

										10-Year % Change	
2001	2002	2003	2004	2005	2006	2007	2008	2009	2010		
2,534	2,534	2,534	2,534	2,534	2,534	2,534	2,534	2,534	2,534	0.00%	
										0	Payroll Benefits
										2,534	Total

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:**

Base Budgets:										10-Year % Change	
2001	2002	2003	2004	2005	2006	2007	2008	2009	2010		
225,679	226,968	234,762	240,138	227,546	236,178	268,998	265,002	275,642	266,773	18.21%	
										112,160	Payroll Benefits
										378,933	Total

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—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 and American 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 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. 4) Enrollment in the US101 Seminar of students in majors other than University Studies has now increased to approximately 50%.



## Departmental Base Budget Overview

Department **Dean of Graduate Studies**

Executive **Provost**

Index **419420**

Program **04**

**Base Budgets:**

2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	10-Year % Change
334,736	322,994	334,259	337,037	338,830	348,545	361,935	474,683	486,727	484,975	44.88%
									130,713	Payroll Benefits
									615,688	Total

The Division of Graduate Education (DGE) continues to focus on Increasing graduate student enrollment as 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 has been the development of the Molecular Biosciences Program. The Molecular Biosciences Program has already successfully recruited and enrolled 20 nationally competitive doctoral students in the program. DGE has received \$100,000 annually 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 has also initiated a national recruiting program as well as developing a comprehensive Graduate Education section for the 2010-2012 MSU catalog (on-line and paper versions). 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:**

Base Budgets:										10-Year % Change
2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	
32,713	33,403	34,031	34,093	34,259	35,169	47,524	49,756	51,334	46,811	43.10%
									20,248	Payroll Benefits
									67,059	Total

The Undergraduate Scholars Program (USP) provides funding and other support to enable students to pursue independent research, scholarly and creative projects with the guidance of faculty mentors. USP students gain hands-on research experience and learn to put concepts and tools into practice and acquire the skills necessary to be successful in graduate school or their chosen career. Students from all academic colleges and disciplines at MSU participate in USP during the regular academic year and the summer session. USP is administered by a .5 FTE Director (MSU faculty member) and a .5 FTE Administrative Associate. In addition to the general USP grant and travel support programs (open to all MSU undergraduate students), USP also provides administrative support for specialized grant-funded research programs including the Beckman Scholars Program, the Montana INBRE program, and the Global Scientists Norway program. In the future USP will continue to serve the core program as well as develop new opportunities for student learning through research, scholarly and creative projects.

Funding for USP can be divided into two categories: (1) operations and (2) student awards. The base budget outlined above helps to cover salaries and operation costs necessary to administer the program. Since February 2009 the budget also includes staff benefits. In past years funding from the Provost Reserve account has been used to cover costs beyond the base budget. USP solicits funding for student awards each year from MSU and outside sources. In FY 2009 USP awarded nearly \$190,000 in student research funding. Sponsors included NSF-EPSCoR, Montana Space Grant Consortium (MSGC), the Vice President for Research, Creativity and Technology Transfer, and each of the Academic Colleges.

USP directly supports MSU's educational and research missions by integrating instruction with research and creative activity. USP strongly promotes achievement of MSU's Five-Year Vision Plan, specifically Sections III. A, III. I, and IV. C. which state:

III. Curriculum

A. MSU will be nationally recognized as a leader in the integration of learning and discovery at the undergraduate level.

I. Undergraduate research or creative experiences, now required, will continue to improve in depth and quality. This will include greater participation in one-on-one or small group research projects with faculty, interdisciplinary undergraduate research seminars, increasing numbers of funded research positions for undergraduates, and more students involved in undergraduate research that exceeds the basic academic requirements.

IV. Research and Creativity

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

## Departmental Base Budget Overview

Department	<b>International Programs-Education</b>					Executive	<b>Provost</b>				
Index	<b>419630</b>					Program	<b>04</b>				
<b>Base Budgets:</b>										<b>10-Year % Change</b>	
<b>2001</b>	<b>2002</b>	<b>2003</b>	<b>2004</b>	<b>2005</b>	<b>2006</b>	<b>2007</b>	<b>2008</b>	<b>2009</b>	<b>2010</b>		
194,804	194,276	207,676	211,709	213,623	225,477	296,667	307,702	320,822	341,511	75.31%	
									129,561	Payroll Benefits	
									471,072	Total	

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 **Museum of the Rockies**

Executive **Provost**

Index **41 MOR**

Program **04**

**Base Budgets:**

									10-Year % Change	
2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	
226,238	293,369	309,569	314,047	316,891	328,237	344,661	305,162	336,469	339,524	50.07%
									132,333	Payroll Benefits
									471,857	Total

**Centrality to MSU Mission:** The Museum has existed for 53 years because it is integral to MSU's land grant mission of research, education and public service.

**Higher Education is an investment for the State:** For every dollar the state has invested during the last 13 years, the museum has earned an average of \$5.99 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 129,000 annual visitors, of whom 8000 were school children. Since 2005, "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 strategic plans, linking resource allocation to measurable goals and milestones.

**Can not be all things to all people:** The Museum of the Rockies continues to focus on dinosaur paleontology, western cultural history, historic photography and educational outreach programming for children and families, including the Yellowstone Children's Discovery Center.

**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. The Museum was re-accredited in 2008.

**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 13 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:**

2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	10-Year % Change
163,795	160,589	167,229	170,108	171,145	176,052	188,800	196,415	277,772	196,379	19.89%
									62,343	Payroll Benefits
									258,722	Total

**Mission Statement and Relationship to MSU:** MSU Extended University (EU) 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. In FY09 EU launched MSU Online and supports the development of this initiative designed to increase offerings and improve services for faculty and students. Courses and programs are offered on a state funded or cost-recovery basis. 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 more than 350 credit courses per year, 7 distance degree programs, and 60 non-credit programs with over 4000 enrollments annually. Most 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. Funds from this index are used to support development of new programs, basic personnel costs for administration, registration, and accounting.

**Accomplishments:** Extended University has experienced steady growth in both faculty and student requests for distance learning and non-traditional program development and delivery. Nationally recognized science outreach programs bring visibility and new audiences to MSU. Pre-college programs support the land-grant mission and enhance recruitment opportunities for students of all ages. Collaborative online programs such as the Great Plains IDEA and WICHE ICE establish institutional partnerships, innovative funding models, share resources, and reach new students. Growth in online programs increases access to MSU and reaches 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 26% of Extended University operations are supported by state allocations. The remaining 74% 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 non-traditional program delivery (external degrees, certificate programs, blended delivery options)
- Leveraged outreach activities, resources and impact

## Departmental Base Budget Overview

Department **Mountain Research Center**

Executive **Provost**

Index **4R1260**

Program **04**

**Base Budgets:**

2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	10-Year % Change	
90,573	80,124	0	0	0	0	0	0	0	0	-100.00%	
										0	Payroll Benefits
										0	Total

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.