

Departmental Base Budget Overview

Department **Counseling Center**

Executive **VP Student Affairs & Services**

Index **4S1110**

Program **05**

Base Budgets:

1998	1999	2000	2001	2002	2003	2004	2005	2006	2007	2008	10-Year % Change
199,178	188,551	195,280	197,052	203,766	276,626	279,455	281,002	287,774	299,580	311,039	56.16%

FTE: 4.92 4.88 4.75 4.79 4.57 4.46 4.30 6.1* 6.2* 5.56* 5.85*

*actual FTE, not budgeted. Note: the 9 year % in this table is from FY05. FY06's is 63%.

Program Mission Statement: The goal of our services is to augment the quality of the classroom experience, to help students maintain enrollment, and realize their fullest potential as productive adults. CPS responds to the mental health needs of students, and enhances their learning/social environments, through short-term counseling, therapeutic intervention, and psycho-educational outreach. CPS provides MSU with imperative risk management (eg suicide prevention), recruitment & retention services (as described above), and offers essential consultation services to teaching and service unit staff. CPS is a credit-earning training site for emerging professionals enrolled at MSU. Staff members have faculty status, and teach graduate / under-graduate courses on the Bozeman campus.

How the Program is Necessary to the University:

CPS provides MSU with imperative risk management (eg suicide prevention), recruitment & retention services, and offers essential consultation services to teaching and service unit staff. CPS is a credit-earning educational training site for graduate students enrolled at MSU.

Program Overview:

CPS provides short-term counseling, therapeutic intervention, consultation, crisis management, and psycho-educational outreach. Staff members hold faculty appointments, and teach graduate / under-graduate courses on the Bozeman campus.

KPIs: (1) FY07 Senior Staff FTE : Enrollment ratio = 1:2071 (IACS rec. max² = 1:1,500). (2) Funds for Counseling : Enrollment ratio = \$36.85 in FY07 (Peer institutions⁴ \$47.76 FY07). (3) Continued maintenance of accreditation: American Psychological Association and IACS accreditations are dependent upon maintaining 6.0 FTE of professional staff (our accreditation status was suspended by both organizations in FY02 until the FY03 increase was secured).

COUNSELING CENTER				FY07 Budgeted FTE:	7.569	FY07 Budget:	\$299,580
Key Performance Indicators							
Relationship to University Mission	Productivity Benchmark					Source/Comment	
	Description	Benchmark	2004 Measure	2006 Measure	MSU VP Target		
Essential	Professional FTE increase necessary	450,327	75%	69%		IACS Accred standard, C&UCDD Databank 2005-06	

	to provide 1:1,500 ratio					
Essential	Classified employees	53,022	81%	82%		IACS Accred Recs 2002
Essential	Operating (CPS state funds only)	106,600	31%	22%		C&UCCD Databank

National Benchmarks:

(1) American Psychological Association Accreditation Standards; (2) International Association of Counseling Services Accreditation Standards; (3) College & University Counseling Center Directors' Databank, 2004-06; (4) Northwest Counseling Centers Region Peer Institution Comparative Data, FY06-07 (Wa. State; U. of Id.; Or. State; U. of Oregon; Mt. State).

MSU Trend Data:

In order to preserve our national accreditation¹, UPBAC awarded CPS funding for an additional 1.12 senior staff FTE in FY03. Our personnel budget (state funds) is currently only 68% of the national median³. In 2007, we saw 7.1% of the student body compared to 4.5% of the student body seen nationally. Our risk management role is imperative, and CPS intervenes and prevents suicidal and homicidal situations affecting MSU. The severity of the issues bringing students to counseling remains grave, with 47% of clients reporting depression and suicidal ideation. Twenty seven percent of the people we see take psychotropic medication (a median statistic, nationally³), and 57% are continuing a history of therapy started in the past (previous therapy, for 23% of clients, was at CPS, a third quartile national statistic³). CPS has had only one successful suicide of an active client since 1979. The provision of counseling services is beneficial to continued enrollment (J. of College Student Dev., 12/00) and CPS certainly contributes to MSU's retention efforts. Last year, 72% of clients reported that the issues that brought them to CPS were affecting their academic functioning. Yet, only 2.9% of clients withdrew from school. CPS continues to be extremely cost efficient. Our accredited training program (the only APA accredited program existing in Montana) currently utilizes 6 interns, providing 50% of clinical service. State funded senior staff provide supervision and administration of our training programs. Intern salaries are auxiliary funded at a total cost (net of benefits) of \$53,391 (were we to hire masters and doctoral level practitioners to replace the interns, we would face a minimum additional cost of \$248,000, plus benefits). Besides clinical service provision and supervision /administration of the training program, CPS makes a significant contribution to MSU's academic offering teaching, for example, 13 graduate credits and 2 undergraduate credits in FY07. Our outreach services are steadily reaching more and more students, faculty and staff. Last year, 42% of our presentations were in response to academic requests, and one half of outreach entailed issues related to academic and professional success/retention (1186 attendees).

Budget Note: As seen above CPS lost professional FTE prior to 2003. All budget increases from 1996 through 2000 provided for mandated pay raises only. The increase in 2003 came from UPBAC granting funds for an additional 1.5 AY positions. The increase in staff has allowed CPS to increase services to students and reduce the length of our waiting lists. The reduction in FY05 FTE reflects the absence of postdoctoral fellows and the sabbatical leave of one licensed psychologist.

Departmental Base Budget Overview

Department **Disability, Re-entry and Veteran Services**

Executive **VP Student Affairs & Services**

Index **4S1120**

Program **05**

Base Budgets:

1998	1999	2000	2001	2002	2003	2004	2005	2006	2007	2008	10-Year % Change
95,075	97,937	114,477	117,559	121,968	125,488	126,373	127,055	130,067	131,814	134,780	41.76%

Program Mission Statement:

Disability, Re-entry and Veteran Services provides support services for students with special needs. The department assures that MSU is providing accommodations and services in compliance with the Americans with Disabilities Act and offering students with disabilities full access to MSU's educational programs. It also provides unique support programs and services to assist veterans' and nontraditional age students to achieve their educational goals.

How the Program is Necessary to the University:

Programs within this department provide mandated or essential services to students with special needs and circumstances. Without the services provided by this department, students with disabilities and VA benefits recipients would be unlikely to attend MSU.

Program Overview:

DSS: Services for students with disabilities are mandated by the Americans with Disabilities Act and by section 504 of the Rehabilitation Act of 1973. MSU provides effective accommodations for students with a wide range of disabilities. The effectiveness of the accommodations provided by DSS is demonstrated that MSU is absence of any ADA lawsuits and was to be without fault in the only three Office of Civil Rights complaints that have been filed over the past seven years. In FY 06 the increase of disabled students continues.

VA: Provides certification of VA educational benefits. In compliance reviews of the Office of Veterans Affairs by U.S. Dept. of Veterans Affairs over the past fifteen years they have found no significant errors in compliance and have been congratulated in the quality of compliance efforts. Approximately, 300 veterans' have/are being processed in FY 06 fall semester. We estimate that these numbers will grow as vet's are returning from current conflicts, also an increase of disabled veteran's are projected.

RE-ENTRY: Helps with the advising of returning nontraditional age students. This program costs little and offers a visible entry point for nontraditional students. This is the only program of its kind in MUS, and its presence enhances MSU's reputation as an institution that welcomes nontraditional age students.

National Benchmarks: N/A **MSU Trend Data:** Using benchmark figures from NACUBO 1996: Disabled Student Services Total FTEs: NACUBO 1996-3.0; MSU 2003-3.75 Disabled Student Services Student FTEs as a % of Total FTEs: NACUBO 1996: 12.0; MSU 2003: 12.23 Disabled Student Services Total Cost: NACUBO 1996-\$107,307; 2003-\$125,488

**DISABILITY, RE-ENTRY &
VETERAN SERVICES**
Key Performance Indicators

FY06
Budgeted
FTE: **2.904**

FY06
Budget: **\$130,067**

Relationship to University Mission	Productivity Benchmark					Source/Comment	
	Description	Benchmark	2004 Measure	2005 Measure	2006 Measure	MSU VP Target	
Mandated	Employee/staff FTE	None	3	3	3		NACUBO (1996)
Mandated	Maintaining disability accommodations	None	150+	175+	200 +		NACUBO (1996)
Mandated	Reviewing documentation to determine eligibility	None	100+	100+	150+		No benchmarks available
Essential	Clients per FTE	None	330.5:1	335:1	344:1		No benchmarks available
Essential	Clients per Professional FTE	None	991:1	998:1	500:2		No benchmarks available
Essential	Cost per client served	None	\$128	\$129	\$130.06		No benchmarks available
Essential	Maintain compliance records for Veterans' Administration	None	298	307	310		No benchmarks available

Departmental Base Budget Overview

Department **Career Services**

Executive **VP Student Affairs & Services**

Index **4S1130**

Program **05**

Base Budgets:

1998	1999	2000	2001	2002	2003	2004	2005	2006	2007	2008	10-Year % Change
140,883	141,055	149,150	151,766	156,174	164,322	165,620	166,843	169,593	176,005	181,879	29.10%

The mission of the Career Services Office is to provide opportunities and assistance to students, faculty/staff, and employers to insure MSU Bozeman students have valuable and competitive career, internship, and student employment prospects. Further, the Career Services Office will assist students and graduates to develop clear career direction, obtain relevant experience, and learn the skills and requirements necessary to conduct successful and professional job searches.

The Career Services Office provides an essential function to Montana State University, acting as a conduit primarily between students/alumni and hiring authorities of various companies, governmental agencies, and non-profit organizations. The successful placement of students is desirable to the university since positive career placement and internship data can bolster student recruitment and retention. Furthermore, well-counseled students who are informed of career opportunities based upon their interests, abilities and values can translate to higher retention figures.

The office provides service to its constituents by: 1) hosting various career fairs; 2) providing a career counseling and planning component serving over 1000 students annually; 3) collecting, compiling and analyzing new graduate salary survey and job placement data; 4) continual outreach to current and prospective companies/organizations to insure MSU students have the best possible networks for permanent/ internship employment; 5) hosting the on-campus recruiting needs of companies/organizations.

CAREER SERVICES Key Performance Indicators			FY06 Budgeted FTE: 4.5			FY07 Budget: \$176,005	
Relationship to University Mission	Productivity Benchmark					Source/Comment	
	Description	Benchmark	2005 Measure	2006 Measure	MSU VP Target		
Essential	Counseling - individual appointments	903	930	786	950	Continual growth and outreach to campus community	
Essential	Counseling - group appointments	1456	1294	1250	1500	Continual growth and outreach to campus community	
Essential	Distribution of credential files	-	865	892	1750	Relevant to demand from school districts and job applicants	
Essential	Number of employers participating in OCR	202	88	173	125	Assuming on average each employer hires three interns	
Essential	Number interviews for full-time employ - OCR	783	553	1174	750	10% of graduating class X 3 interviews (NACE average).	
Essential	Number interviews for internships	1821	509	446	400	Benchmark is based upon 30% of junior class X 3 interviews/student	

Essential	Number of responses to salary survey	1336	1399	1427	1,400	60% response rate (minimum) of graduating class
Essential	Employer Meetings/Development	69	62	73	75	Continual growth and outreach necessary.
Essential	Employers Attending Career Fairs	158	297	377	170	Increase employer development dependant upon economic situation
Essential	Workshops/Classes Presented	200	160	205	200	Continual growth and outreach to campus community
Essential	Internships	607	357	615	200	Benchmark is based upon 30% of junior class

Departmental Base Budget Overview

Department **Dean of Students Office**

Executive **VP Student Affairs & Services**

Index **4S1140**

Program **05**

Base Budgets:

1998	1999	2000	2001	2002	2003	2004	2005	2006	2007	2008	10-Year % Change
247,601	294,313	270,771	274,631	332,783	358,345	378,840	360,510	382,203	445,844	471,918	90.60%

The increase in FTE over the comparison period results from accepting accountability for programs that the University wishes to preserve, but that could not be sustained otherwise and meeting system-wide technology demands through the implementation of 2FTE Banner Modular Team Leaders (MTLs).

Program Mission Statement: The mission of Student Affairs is to enhance the learning environment of the University; support students in the attainment of their educational objectives; foster in students a sense of responsibility, self-directedness, community, and a positive identity with Montana State University-Bozeman.

Program Overview and How the Program is Necessary to the University:

The VPSA serves in a leadership capacity for the Division of Student Affairs by providing administrative and budget oversight to 22 departments across campus. As the lead office for the division, the VPSA is a key conduit between students, faculty and administration. The VPSA has direct administrative and budget oversight for the following programs: Dean of Students, Admissions and New Student Services, Advance By Choice, Career Services, Counseling and Psych Services, Community Involvement, Financial Aid Services, Disability, Re-entry and Veteran Services, Health Promotions, VOICE Center, Intercollegiate Athletics, Intramurals and Recreation, Office of Retention/FYI, Module Banner Team Leaders, Rodeo, Registrar & Enrollment Services, Student Health Service & Dental Clinic, Spirit Support, Women's Center, Auxiliary Services: ResNet, Marketing & Special Events, Sports Facilities, Conference Services, Family Housing, Residence Life, Strand Union, Student Activities, University Food Service

VPSA/Dean of Students specific functions:

- 1. Administrative** – University withdrawals, Incomplete Grades, late fee waivers, financial aid appeals, scholastic appeals, student judicial affairs including investigations, sanctions & conduct hearings, fraternity & sorority advising, Septemviri honors advising, and policy review & student record keeping. Provide compliance oversight of University Athletics, and administrative support and fiscal oversight for Rodeo, MTLs, Retention, IDCs.
- 2. Policy** – Emergency Response Procedures, Drug Free Schools & Campuses Act, Alcohol/Tobacco/Other Drug policy, Sexual Assault, Student Conduct Code, FERPA, Student Right To Know and Campus Security Act, including policy review and revision, reporting, and record keeping.
- 3. Ombudsman** – Communication, coordination, and problem solving among students, parents, faculty, staff, and university administrative activities in every area of concern regarding student personal and academic success.
- 4. Emergency** – Communication, coordination, and reporting incidents involving student and staff injury or death due to illness, accident, or criminal incident in cooperation with University and local police and health/medical authorities and agencies.
- 5. Assessment and Programming** – assess all in-coming students with the College Student Inventory, intervene with high-risk, dropout-prone students and develop

programming and resource to support college student retention. Coordinate Catapalooza, and December and April all-school study break events for students.

DEAN OF STUDENTS OFFICE Key Performance Indicators	FY06 Budgeted FTE: 7.002	FY06 Budget: \$382,203
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Relationship to University Mission	Productivity Benchmark					Source/Comment
	Description	Benchmark	2006 Measure	2007 Measure	MSU VP Target	
Essential	Number of contacts per year including students, faculty, staff, administrators and community members	No National Benchmark Available	5,500	6000	6,500	MSU benchmark, 1999
HighlyDesired/Best Practice	Promoting student access & success through the application of developmental and educational intervention	No National Benchmark available	575	625	600	MSU benchmark, 1999

National Benchmarks:

Currently there is no consistent national benchmark data on generalist VPSA operations due to the budget differential, size and variation in configuration from institution to institution.

MSU Trend Data:

As the institution has grown and as services have been implemented to meet increasing student needs, the VPSA office has responded accordingly. During the past four years, the office has gone from an average of 3,500 contacts per year in AY1999-00 to over 8,000 students, faculty, administrative and parent contacts in Fall 2006. While growth has impacted all aspects of the division, all departments maintain a customer-oriented, student-success-oriented approach in their delivery of services.

Departmental Base Budget Overview

Department **SAS Student Services Reserve**

Executive **VP Student Affairs & Services**

Index **4S1141**

Program **05**

Base Budgets:

1998	1999	2000	2001	2002	2003	2004	2005	2006	2007	2008	10-Year % Change
36,788	37,290	0	0	0	6,000	6,000	0	1,000	1,000	10,003	-72.81%

This index is used for end-of-year budget amendments.

Departmental Base Budget Overview

Department **Retention**

Executive **VP Student Affairs & Services**

Index **4S1142**

Program **05**

Base Budgets:

1998	1999	2000	2001	2002	2003	2004	2005	2006	2007	2008	10-Year % Change
0	0	0	0	0	15,000	15,000	15,000	55,000	55,000	55,660	

Mission Statement: The Office of Retention/First Year Initiative Program (FYI) supports the tripartite mission of the university by conducting a wide range of activities that promote student persistence, transition and success at MSU.

How the Office of Retention/First Year Initiative Program is Necessary to the University: As a critical and integral component of the university enrollment management strategy, the FYI program is the only centralized, comprehensive retention effort on campus.

The FYI Program provides the following specific services to the university and its students:

1. Administers the College Student Inventory (CSI) to all incoming freshmen;
2. Conducts individual and small group contacts with college faculty, Deans and Assistant Deans throughout the academic year to ensure understanding, coordination and cooperation among key academic players in student retention;
3. Manages a volunteer peer-mentor program (*CatCrew*);
4. Conducts an intrusive intervention with low-performing students following the compilation of the "D&F list" to identify specific student difficulties, direct students to resources and reinforce the concern of the university for each student's success;
5. Annually conducts a qualitative student satisfaction survey; manages the Mid-Year Retention Intervention (MRI) program during the spring semester to further identify at-risk students and promote their success and continues to provide a base of support and resources for first-year students;
6. Provides academic support services on a continuing basis throughout the year;
7. Serves as a resource and referral agent for parents of first-year students;
8. Supplies a Parent Helpline and parent programming for parents of new and continuing students; and
9. Coordinates and oversees Catapalooza (a welcoming event for new students) and two study breaks for students prior to finals.

The KPIs for the FYI program include:

1. Maintaining a retention rate for the CSI population that is 3.0% higher than the ten-year MSU average;
2. Develop a pilot program for AY 2006-07 that creates "academic neighborhoods targeting key, at-risk populations including Native American, first-generation, and low-income students to promote student success and retention. Baseline data for the program will be established during the pilot year. This program represents a partnership between academic and student affairs.

RETENTION		FY06 Budgeted FTE: 0.500		FY06 Budget: \$55,000		
Key Performance Indicators						
Relationship to University Mission	Productivity Benchmark					Source/Comment
	Description	Benchmark	2006 Measure	2007 Measure	MSU VP Target	
Essential	Assessing 100% of all incoming freshmen with the CSI	MSU	99%	99%	100%	
Highly Desired/Best Practice	Target 15% of all entering freshmen with new mentoring program (CatCrew)	MSU	95%	95%	15%	Programmatic and name changes have made a dramatic improvement in the performance of the mentoring program. The target data will have to be recalibrated following an analysis of the current pilot year.
Essential	Serving over 9,000 students, faculty, parents & staff through individual, telephone and group contacts and as a campus resource and referral agency	MSU	8,300	8,500	9,000	

Departmental Base Budget Overview

Department **Community Involvement**

Executive **VP Student Affairs & Services**

Index **4S1150**

Program **05**

Base Budgets:

1998	1999	2000	2001	2002	2003	2004	2005	2006	2007	2008	9-Year % Change
10,460	9,973	10,146	10,146	10,146	10,146	10,146	10,146	10,146	10,146	10,146	-3.00%

Program Mission Statement: The mission of the Office for Community Involvement (OCI) is to connect campus resources to help meet community needs. We work to promote students in service primarily to the people of Montana by establishing mutually beneficial relationships between the University and local, state, national as well as international non-profit and school communities.

How the Program is Necessary to the University: The work of the office provides an essential service to students and is a key component to the development of the whole student. The opportunities offered by OCI for students to engage in their communities as extra-curricular, co-curricular, or service learning experiences are an important venue in which students gain a sense of civic responsibility, personal purpose and accountability. Our work provides a broader context for students to see the potential they possess to impact this campus, the town of Bozeman, the state of Montana, U.S. society, and the global community. This program is necessary to the university because it extends the learning experience out of the classroom and into the "real" world where theory and practice do not always overlap. Through service to Montanans as well as citizens in other parts of this country, our students become experiential learners who can reflect on their work, their values, and their ideals in a societal context and can apply lessons learned and insights gained over the course of their lives. Each time we place students in an active learning mode we are engaging them in a richer college experience and through community involvement we have successfully extended the learning environment beyond the borders of this campus to include the experts in the community as teachers and mentors for our students. Conversely, to quote the MSU institutional mission statement, this work we are doing is supporting students and faculty "to serve the people and communities of Montana by sharing our expertise and collaborating with others to improve the lives and prosperity of Montanans."

Program Overview: We work collaboratively with faculty, staff, student groups, individual students, and community-based organizations to effectively integrate public and community engagement into the university experience. Utilizing strong student leaders and the AmeriCorps National Service Program we currently manage and oversee all aspects of two large, ongoing projects and manage an additional two campus-wide annual events. The large, ongoing projects and our partners in each are: the MSU America Reads*America Counts Tutoring Program in partnership with the Bozeman Public School District administration, seven area elementary schools, two middle schools, the HRDC Head Start Program, and the Montana Campus Corps program; the Campus Corps Service Scholarship program is a partnership between our office, the Montana Campus Compact, Colorado Campus Compact, Utah Campus Compact, Arizona Campus Compact and New Mexico Campus Compact. Through this program we can offer MSU students 300, 450 and 900 hour AmeriCorps Service Scholarship positions through which our students meet pressing needs in our community while earning \$1000, \$1250 or \$2362 respectively in funds to cover higher education expenses. In FY 08 we will have over 250 MSU students participating who will be earning over \$300,000 in scholarship funds collectively. The Into the Streets Community Involvement Fair and the MSU BreaksAway Program round out the list as annual campus-wide events offering students of all disciplines unique opportunities to partner with community-based organizations in one-time or ongoing service leadership positions both locally and outside of the state of Montana.

Collaborations with offices within the Student Affairs division include a partnership with Residence Life to counsel hall RHA Community Involvement Coordinators, and an agreement to provide Resident Directors, Assistant Resident Directors and Resident Advisors with the knowledge

and resources to help build community within halls through structured group service work. We support the Dean of Students office in disciplinary matters by providing quality community service placements with area organizations where students can serve out community service requirements, but through which many have acquired a stronger sense of positive purpose! We are continuing in a formal partnership with MSU Financial Aid Services to build a stronger and more sustainable community-work study program at MSU which will lead to greater numbers and higher quality partnerships between MSU and area non-profit and tax exempt organizations. We also work each year in concert with the Student Activities office, the MSU Voice Center, Career Services, Health Promotions, and the Leadership Institute, to meet an array of student needs and address student issues.

As our work to connect campus and community encompasses involving students in service work that is co-curricular or service learning in nature, our office works with faculty from any discipline interested in exploring these experiential learning opportunities. We have an established MSU Service Learning Advisory Board and work continues to integrate a "SL" course designation into the schedule of classes and catalog identifying and describing service learning courses to students. We also continue to offer an annual faculty/community partner award for excellence in service learning in partnership the President's office and with sponsorship from a local business. In FY 08 we will be launching an online service learning tool to facilitate partnership building between faculty and area non-profit groups and we will also be able to capture numbers of students engaged in service learning from our campus as well as the dollar value of their community contributions. This tool has been purchased and is being introduced through a partnership between this office and the MSU Provosts office. We have partnered with the Burns Telecommunications Center in past years to involve Native American youth in their tribal communities around the state. Finally, we work annually with both ASMSU as well as the MSU Alumni Association to identify and recognize students who have demonstrated an outstanding and sustained commitment to serve throughout their academic careers.

The OCI is an open door on campus and we aspire to work with any group or individual who seek to engage students in the world beyond the campus walls. Over the years we have come to be known in the community as an approachable portal to find and tap into campus resources. We field calls weekly from community groups, individual citizens, as well as non-profit organizations seeking connections to campus that may not involve volunteers at all...we are simply a safe place to begin their search. The scope of our mission and the diversity of constituents we serve (students, faculty, staff, administrators and community-based organizations) naturally implies that we respect all of our many differences, but we choose to embrace, emphasize and build upon our commonalities. A shared desire to enhance the MSU student's learning/educational experience pulls us all together, across both visible and invisible lines of demarcation between campus and community, between Student Affairs and Academic Affairs divisions, and between departments of varying disciplines. In summary, OCI is an office that links campus and community in ways that foster sustainable partnership building and positive relations. We work to mobilize campus human and intellectual resources to better serve Montana.

INVOLVEMENT Key Performance Indicators		COMMUNITY		FY06 Budgeted FTE:	0	FY06 Bud Amendme
		Productivity Benchmark				
Relationship to University Mission	Description	Benchmark	2006 Measure	2007 Measure	MSU VP Tar	
Beneficially Cost Effective	External grant, sponsorship, fees, donated funds received		\$44,109	\$22,537		

Beneficially Cost Effective	Students involved in community		2,670	2702	
Beneficially Cost Effective	Student users		3007	2998	
Beneficially Cost Effective	Faculty users		67	42	
Beneficially Cost Effective	AmeriCorps Scholarship funds to MSU students		0	\$112,068	

Departmental Base Budget Overview

Department **Women's Center**

Executive **VP Student Affairs & Services**

Index **4S1170**

Program **05**

Base Budgets:

1998	1999	2000	2001	2002	2003	2004	2005	2006	2007	2008	10-Year % Change
12,454	12,199	12,822	12,822	13,053	13,291	13,291	13,377	13,662	14,008	14,317	14.96%

Program Mission Statement:

The MSU Women's Center is a department in the division of Student Affairs. We are open to all students, staff, faculty and community members and work toward promoting greater responsiveness to the needs of MSU women. Our focus is to empower women and create a campus that is equitable by offering educational programs and support services. Campus community members are encouraged to become involved with the Women's Center through work-study, volunteer, paraprofessional, and internship positions.

How the Program is Necessary to the University:

The Women's Center is unique in its mission to support those women at MSU who may not be comfortable going elsewhere for referrals, scholarship information, or to discuss personal issues or concerns. We are continually enhancing the learning environment at MSU through the offering of free educational programs, we foster a sense of responsibility in students by offering them volunteer, internship, and paraprofessional experiences, and we offer them an intimate sense of community in a unique and thought-provoking environment. Students frequently note that their involvement with the Women's Center has deeply enriched their experience at MSU, and several have mentioned that they had considered leaving the university before they discovered our office. The high volume of contacts we have each year reflects a strong need for and value of the Women's Center.

Program Overview:

We offer a wide variety of programs and services including Sack Lunch Seminars, an annual Shannon Weatherly Lecture, National Women's History Month events, a Grant writing workshop, co-sponsorship of the annual Vagina Monologue production, a lending library open to all students, faculty and staff, and a bi-monthly newsletter. We also encourage people to stop by with questions, concerns, and issues they would like to discuss with someone and work closely with student organizations, including QSA and Students for Choice. The Women's Center offers volunteer, internship and paraprofessional experiences to all MSU students, and we celebrate MSU women each March with our "Herstory Reception." The Women's Center is a unique entity on campus for the exploration of diversity and gender issues, and provides a safe space for those students who may otherwise feel lost on this campus.

WOMEN'S CENTER Key Performance Indicators		FY06 Budgeted FTE: 0.334		FY06 Budget: \$13,662		
Relationship to University Mission	Productivity Benchmark					Source/Comment
	Description	Benchmark	2005 Measure	2006 Measure	2007	
Desirable/Best Practice	Sack lunch seminars		301	285	293	
Desirable/Best Practice	Women's History Month and reception		260	235	378	
Desirable/Best Practice	Shannon Weatherly Lecture		0	2260	0	
Desirable/Best Practice	Newsletter publication cost		560	654	619	
Desirable/Best Practice	Coffeehouses		300	150	0	
	Q-MSU		100	75	50	

National Benchmarks:

After searching web sites from other University - sponsored Women's Center and speaking with various WC directors, we have found that our mission statement, goals, programs and services are very much in line with other centers in our region. **What is not in line, however, is our budget.** Though University of Montana's budget is comparable to ours, they *do not have a professional position and are completely student run.* Other W C's (at U of North Dakota, U of Idaho, Oregon State U, and U of Wyoming) budgets range from **three to 10 times ours.**

MSU Trend Data and Key Performance Indicators

The following is a sample of our contacts throughout the past five years:

FY 2002: We served 2,634 clients, referred 189 clients; had 186 clients use our library; had 225 contacts for Q-MSU; had 1,004 people attend our educational programs. We also offered volunteer, work-study and internship opportunities to 10 students.

FY 2003: We served 2,909 clients including walk-in clients, call-in clients and people attending our programs; referred 201 clients to university departments and businesses for a variety of needs including counseling, crisis intervention, business loans and legal advice; had 198 clients use our Geraldine Fenn Memorial Library; had 249 contacts for Q-MSU, MSU's gay and lesbian student group, had 1,293 people attend our educational programs including Sack Lunch Seminars, the Shannon Weatherly lecture and National Women's History Month events; sent out mailings to the 425 people who receive our newsletters, Sack Lunch Seminar fliers and other pertinent information about our activities. The Women's Center has a very small staff of one .5 FTE director, a student work-study assistant @ .30 FTE and our temporary assistant position @ .20 FTE. Several volunteers help fill in the hours as well.

FY 2005: We served 2,357 clients including walk-in clients, call-in clients and people attending our programs; referred 171 clients to university departments and businesses for a variety of needs including counseling, crisis intervention, business loans and legal advice; had 110 clients use our Geraldine Fenn Memorial Library; had 157 contacts for QSA, MSU's GLBT student group, had 920 people attend our educational programs including Sack Lunch Seminars, and National Women's History Month events (we had no budget for a Shannon Weatherly Lecture this year); sent out mailings to the 412 people who receive our newsletters, Sack Lunch Seminar fliers and other pertinent information about our activities. The Women's Center has a very small staff of one .5 FTE director, a student work-study assistant @ .20 FTE and our temporary assistant position @ .20 FTE. Four volunteers help fill in the hours as well. We are only able to be open 35 hours per week because of budget constraints and our annual budget increases are not enough to cover pay raises and expenses to maintain an office.

FY 2006: We served 3,259 clients including walk-in clients, call-in clients and people attending our programs; referred 213 clients to university departments and businesses for a variety of needs including counseling, crisis intervention, business loans and legal advice; had 122 clients use our Geraldine Fenn Memorial Library, had 133 contacts for QSA, MSU's GLBT student group, had 2, 204 people attend our educational programs including Sack Lunch Seminars, and National Women's History Month events, the Shannon Weatherly Lecture, and the production of the Vagina Monologues, sent out mailings to he 424 people who receive our newsletters, Sack Lunch Seminar fliers and other pertinent information about our activities. The Women's Center has a very small staff of one .5 FTE director, a student work-study assistant @ .20 FTE and our temporary assistant position @.20 FTE. Volunteers help fill in the hours as well. We are only able to be open 35 hours per week because of budget constraints and our annual budget increases are not enough to cover pay raises and expenses to maintain an office.

FY 2007: We served 2,406 clients including walk-in clients, call-in clients, email contacts and people attending our programs. We referred 194 clients to university departments and businesses for a variety of needs including counseling, crisis intervention, business loans and legal advice; had 79 clients use our Geraldine Fenn Memorial Library; had 98 contacts for QSA, MSU's GLBT student group, had 1,223 people attend our educational programs including Sack Lunch Seminars, and National Women's History Month events, and the Vagina Monologues (we had no budget for a Shannon Weatherly Lecture this year); sent out mailings to the 408 people who receive our newsletters, Sack Lunch Seminar fliers and other pertinent information about our activities. The Women's Center has a very small staff of one .5 FTE director and our temporary assistant position @ .30 FTE. Volunteers help fill in the hours as well. We are only able to be open 35 hours per week because of budget constraints.

Departmental Base Budget Overview

Department **Registrar**

Executive **VP Student Affairs & Services**

Index **4S1300**

Program **05**

Base Budgets:

1998	1999	2000	2001	2002	2003	2004	2005	2006	2007	2008	10-Year % Change
600,776	592,648	600,202	620,211	643,183	671,772	675,516	681,140	730,347	555,344	576,721	-4.00%

Program Mission Statement:

An accurate unabridged record of all students' academic records is maintained to provide historical information on past & current enrollment and degrees. The Registrar's Office provides current and archived academic records management, registration for students, and evaluation of program completion for baccalaureate degrees in accordance with Montana State University and Board of Regents policy. The department admits former students, and provides transfer credit evaluation for returning former and current students enrolled in other institution(s) simultaneously. Academic course scheduling and classroom management is administered by the department. Academic policies and the undergraduate catalog are maintained and updated on the MSU Web site by this staff. The Registrar's Office will continue to provide professional and positive interaction with students, parents, faculty, staff and the general public to present a service-oriented image of Montana State University, while providing the highest level of customer service to our constituencies.

How the Program is Necessary to the University:

The Registrar's Office is a central component of the academic mission of Montana State University, providing formal validation of teaching and learning on this campus. No other department interacts with students over the passage of an academic career in the same manner as this office: beginning with new student orientation, continuing with enrollment for both continuous and returning students, and lasting through graduation and beyond when formal verification of academic records and transcripts is requested.

Program Overview

The Registrar's Office serves as an academic and administrative '*center*' for Montana State University, connecting MUS and MSU academic policies to departments and students, providing formal validation of teaching and learning on this campus, and insuring student access to the institution. This department maintains 360,000+ academic records; creates and manages the Fall & Spring academic Schedule of Classes with 6,050+ course sections; assigns 82 registrar-controlled classrooms plus other department space; plans & manages registration for 13,000 students (standard and continuing education) each semester plus 3,000 in Summer Session; coordinates seamless and concurrent registration for MSU COT-GF courses; manages Continuing Education registration, grades and transcripts, maintains the data base for the printed and on-line University catalog; reviews & awards 2,200+ degrees

annually while planning & coordinating the Commencement ceremony each year. In 2006, an office reorganization resulted in the transfer of Enrollment Services staff to the Admissions Office, reducing the overall FTE of the Registrar's Office by 6.5 staff – 6 full time staff and .5 FTE student employees*.

REGISTRAR Key Performance Indicators		FY07 Budgeted FTE: 17.0						\$555,344
Relation-ship to University Mission	Description	Bench- mark	2004 Measure	2005 Measure	2006 Measure	2007 Measure	MSU VP Target	Source/Comment
Essential	Records Auditing/Graduation 5.0 FTE - Graduate and transcript audit, CAPP; ContEd.	None	12,300 students	12,600 students	12,750 students	12,750 students	15,000 students	Need for continued funding of CAPP Program Manager to enhance undergraduate advising Services provides to undergraduates, graduate students, and continuing education students (both UG and Grad)
Essential	Registration Scheduling 2.0 FTE - course & room schedule	None	3,250 courses	3,700 courses	4,000 courses	4,500 courses	5,000 courses	Coordinate with MSU-COT, GF on seamless course offerings, registration and fee payment Expanding Course Offerings as admissions criteria for English writing increase, and continue adding developmental Math courses
Essential	Window/Enrollment Validation 4.0 FTE - reception, registration, enrollment, diplomas, verification	None	12,003 enrolled students	12,250 enrolled students	12,338 enrolled students	12,170 enrolled students	15,000 enrolled students	Students, faculty, staff and the general public customer service retention and student services
Essential	Technical Support 1.0 FTE - Banner coordination	None	12,300 students	12,600 students	12,750 students	12,750 students	15,000 students	Maintain on-going systems, develop enhanced services, coordinate with CAPP Program Manager, services to Cont Ed & Extended University
Essential	Transcript Processing 2.0 FTE - process transcript requests	None	21,500 requests	22,500 requests	23,500 requests	23,500 requests	25,000 requests	Maintain 3-5 day processing time as demand increases; coordinate on-line orders using credit card payment

Beneficially Cost Effective	Records Manager 1.0 FTE – archived file inventory	None	80,000 files	85,000 files	125,000 files	150,000 files	250,000+ files	Secure funding and provide action plan for digital imaging; begin phased implementation of imaging project for archived records
Essential	Administrative 2.0 FTE - manage operations	None	20 fulltime staff	21 fulltime staff	22 fulltime staff	17 fulltime staff	17 fulltime staff*	*dept re-organization; staff transferred to Admissions office. Manage current operations and plan for program enhancements; supervise staff, insure professional development and improved services to the campus

National Benchmarks:

National Benchmarking was completed in 1996 showing that the Registrar’s Office was well below peer institutions in the cost of processing former student re-admission, developing a course schedule and transcript records. With no increase in operations since 1996, we continue to remain below the national average. A new benchmark should be evaluated to provide more current comparative data following the office re-organization.

MSU Trend Data:

Quality improvements in lower division education have been identified as a MUS and MSU strategic goal; undergraduate advising is a singular component of this objective. An integral part of this effort was a mandate to implement CAPP (Curriculum and Program Planning on-line audit), which will provide enhanced undergraduate advising for students, but requires significant commitment in staff and operations. Continued funding for the current 1-year funded CAPP Program Manager position is essential to complete the implementation and sustain on-going changes as course, program and catalog modifications occur. Optimal use of CAPP will increase the effectiveness of academic planning, and provide a more useful advising tool for faculty advisors and undergraduate students. Bozeman is the only campus without CAPP implemented.

A project to image 250,000 archived academic transcripts and records has begun. Eventually this project will expand to image current student records after the historical records are digitally archived. Imaging will provide on-line access and greater security and disaster recovery of these historic records. To effectively integrate imaged records with the Banner software, however, will require significant commitment in budget and staff resources.

The number of students participating in the MSU COT-Great Falls courses taught on the Bozeman campus has doubled over the last 2 years, and will significantly increase over the next 2 years as the English writing component admissions requirement is implemented. The effort and resources to create the appearance of a seamless registration, fee statement and transcript also increases incrementally, since this is a dual enrollment between the 2 campuses. Increased interaction with the COT staff on the Bozeman campus, as well as the Great Falls registrar’s staff, requires additional staff efforts be dedicated to insure accuracy in registration and grading, to continue this service to students.

Departmental Base Budget Overview

Department **Admissions & Enrollment Services**

Executive **VP Student Affairs & Services**

Index **4S1400**

Program **05**

Base Budgets:

1998	1999	2000	2001	2002	2003	2004	2005	2006	2007	2008	10-Year % Change
422,841	439,985	453,770	466,084	477,952	494,007	500,646	620,033	639,581	860,749	890,481	110.59%

Program Mission Statement:

The Office of Admissions and Enrollment Services is engaged in providing accurate, timely information and programs about Montana State University to prospective undergraduate students/families. The Office is also responsible for the processing of all undergraduate freshman and transfer applications for admission.

Program Overview:

- 22.25 FTE are employed in Admissions.
- Approximately 80 students assist with the program(s) (40 Advocats, 35 Orientation Leaders, two E-Cats and ten Tele-Cats).
- Some 80,000 prospects were on the database on 8/1/07. Of that group, 39,653 were interested in attending MSU in the fall of 2007.
- 2006-2007 recruitment travel summary:
 - Montana Travel:
 - 19 college fairs
 - 159 high school visits
 - 9 community college visits
 - 5 pizza parties
 - 23 Rockin the Rez events
 - Out of State Travel:
 - 137 college fairs in 21 states
 - 552 high school visits in 21 states
 - 55 pizza party/receptions in 18 states
- Approximately 1,800 individual family campus visits were arranged in the 2006-2007 recruitment year (each includes a campus tour, private meeting with an admissions representative, and faculty/staff meetings, sample classes and residence hall tours as requested). Campus tours are offered two times each day Monday through Friday and Saturdays and Holidays by appointment.
- Three MSU Friday group visit programs were held with an attendance of approximately 1,800.
- Freshman Orientation: three major summer programs and programs prior to fall, spring and summer semesters serve all new freshmen.
- Transfer Orientation: transfer advising/orientation on appointment basis are offered much of the summer and prior to spring semester as well as organized programs prior to each semester.
- Approximately 40,000 phone calls were made to prospective fall 2007 students by faculty, student and staff callers.
- Approximately 100 different mass emails were sent throughout the fall 2007 recruitment cycle. These emails were sent to as many as 50,000 people per mass email. In addition all travel itineraries were emailed to people in appropriate geographic regions.
- Approximately 1,000,000 pieces of direct mail were sent into the homes of prospective students during the 2006-2007 recruitment season.

ADMISSIONS & ENROLLMENT SERVICES	FY07 Budgeted FTE: 22.250	FY07 Budget: \$860,749
Key Performance Indicators		

Relationship to University Mission	Productivity Benchmark				MSU VP Target	Source/Comment
	Description	Benchmark	2006 Measure	2007 Measure		
Essential	Cost to recruit one new undergraduate	742	312	237		Benchmark: 2006 NACAC Survey/School of our size
Essential	Cost to recruit one new undergraduate	1781	312	237		Benchmark: 2006 NACAC Survey/National 4 year school
Essential	Cost to recruit one new undergraduate	1781	312	237		Benchmark: 2006 NACAC Survey/Schools in the West
Essential	Cost to recruit one new undergraduate	1828	312	237		Benchmark: 2006 NACAC Survey/Based upon selectivity

National Benchmarks:
All benchmark data was derived from the 2006 State of College Admissions report by the National Association of College Admissions Counselors (NACAC). All MSU figures were calculated for the 2006-2007 recruitment season. In calculating the MSU benchmarks, the MSU Admissions FY 07 state funds were divided by all new undergraduates, full and part-time in 2007. The Admissions designated accounts were not considered in this calculation as the comparative NACAC schools surveyed did not typically count designated funds.

MSU Trend Data:
New fall freshman enrollments have grown from 1,554 in the fall of 1991 to 2,084 in the fall of 2007. During that same time, the number of non-resident/WUE, new fall freshmen increased from 409 to 732. See the chart below:

<u>New Freshmen</u>	<u>Fall 1991</u>	<u>Fall 2007</u>
In State	1,145	1,352
Out of State	174	650
WUE	235	82
Freshman Totals	1,554	2,084
Total MSU enrollment/fall	10,111	12,170

While Montana State University has experienced the growth described above, academic indicators continue to rise for the entering freshman class. See the chart below:

<u>1992*</u>	<u>Indicator</u>	<u>Fall</u>
	<u>Fall 2007</u>	
3.15	Average freshman gpa	3.35
22.9	Average ACT score	24.5
	Average SAT score	1080 1125
	Note: *1991 data was not available.	

Departmental Base Budget Overview

Department **Financial Aid & Student Employment**

Executive **VP Student Affairs & Services**

Index **4S1500**

Program **05**

Base Budgets:

1998	1999	2000	2001	2002	2003	2004	2005	2006	2007	2008	10-Year % Change
440,173	430,922	444,491	456,849	470,517	536,016	535,912	538,538	555,592	574,625	592,136	34.52%

Program Overview and Mission:

The Office of Financial Aid Services assists students in financing their educational expenses through a variety of federal, state, and institutional loan, grant, scholarship, tuition waiver, and work programs. In administering these programs, our staff works directly with applicants for student aid, with their parents or sponsors, and with secondary school personnel. The student aid delivery system touches, in one way or another, every department at Montana State University. In addition, we work with numerous external organizations such as donors, financial institutions, and state and federal government agencies, or their contractors. In support of the Mission and Vision Statements of Montana State University, the Office of Financial Aid Services is committed to: (1) offering appropriate financial resources to students in an accurate, equitable and timely manner while complying with federal, state and institutional regulations and guidelines, (2) educating students and their families about financial aid programs and processes through quality consumer information and services, (3) assisting students in the achievement of their postsecondary educational goals by making every effort to remove financial barriers, and (4) utilizing federal, state and student resources judiciously, respectfully and in support of our mission.

How the Program is Necessary to the University:

The Office serves as the primary contact and conduit of financial assistance programs offered to the student population through the following major programs: Grants, Work Study, Loans, Scholarships, Tuition Waivers and 3rd Party/Outside resources. The service provided is mission critical from a recruitment and retention perspective. Sixty to seventy percent of the student population receives some form of financial assistance via the Office of Financial Aid Services and many would not be able to attend without financial aid.

Accomplishments during the year – Streamlining and automation of various processes resulted in greater efficiency and cost savings and improved customer service (e.g. electronic revision letters, scholarship reports, etc.). Expanded freshman scholarship program. Administer new MSU retention scholarship.

Implemented regulatory changes as a result of HERA (Higher Education Reconciliation Act). Continued to develop the administration of two new federal grant programs (ACG and SMART) and a new graduate PLUS Loan program. Sending reminder follow-up notifications have improved customer service and workflow. Outreach and training efforts have been increased, both in the community and on-campus. Successful public relations campaign activities for early FAFSA filing awareness were conducted (e.g. High School visits, FAFSA awareness week, and College Goal Sunday). Cross training and staff mentoring in key areas improved workflow and resulted in increased service to clientele. Two Quality Assurance assessments were completed. A 400+ Quality Assurance Program verification sample will be conducted this year to analyze the effectiveness of our verification selection criteria. We continue to partner with the Student Assistance Foundation for loan exit counseling, default prevention activities and outreach. Website will be revamped over the next year. Streamlining and automating manual processes, timely and accurate delivery of aid, a student-centered approach to operations, and excellent customer service continues to be paramount goals of the department.

Continued Challenges – The expansion and evolution of new scholarship programs designed to dramatically increase student scholarship opportunities have a direct impact to the department and will require future resource investment. Recent regulatory changes, the implementation and development of three new federal aid programs and increased tuition rates require more direct contact with clientele and present staffing challenges. The recent passage of the College Cost Reduction and Access Act will result in more regulatory and operational changes over the next year. This Act also created new programs that will need to be implemented in a short time-frame. Staff turnover continues to have a significant impact on workload of the entire organization. Due to the regulatory and complex nature of financial aid, new employees require significant amount of training and oversight and vacant position duties must be assumed by existing staff. Due to limited technical resources, advancements in automation happen at a slower pace than desired. The number of students filing for financial aid has dramatically increased over the past five years (1,000+). The additional workload associated with this increase will result in budget and staffing challenges in future cycles to keep abreast of the demands of the student population.

FINANCIAL AID & STUDENT EMPLOYMENT		FY07 FTE 16.833		FY07 Budget \$574,625		
Key Performance Indicators						
Relationship to University Mission	Productivity Benchmark					Source/Comment
	Description	National Benchmark	2005 Measure	2006 Measure	2007 Measure	
Mandated	Process scholarships and grants (3.00 FTE)	92.12	135.15	138.33	130.32	NACUBO
Mandated	Loan processing (3.50 FTE)	107.48	157.67	161.39	152.04	NACUBO
Mandated	Workstudy management (2.00 FTE)	61.41	90.10	92.20	86.88	NACUBO
Essential	Client services (3.00 FTE)	92.12	135.15	138.33	130.32	NACUBO
Essential	Technical support (1.00 FTE)	30.70	45.05	46.11	43.44	NACUBO
Mandated	Accounting/Special Programs (2.00 FTE)/Athletics (.333)	71.64	105.11	107.57	101.36	NACUBO
Essential	Office Management (2.00 FTE)	61.41	90.10	92.22	86.88	NACUBO
Total		516.88	758.33	776.15	731.24	

National Benchmarks: NACUBO information was used to compare in three different categories 1) number of students who applied for financial aid per departmental FTE, 2) number of students who were offered financial aid as a percentage of the number of students who applied for financial aid and 3) number of students who received financial aid as a percentage of total students. Results are outlined as follows:

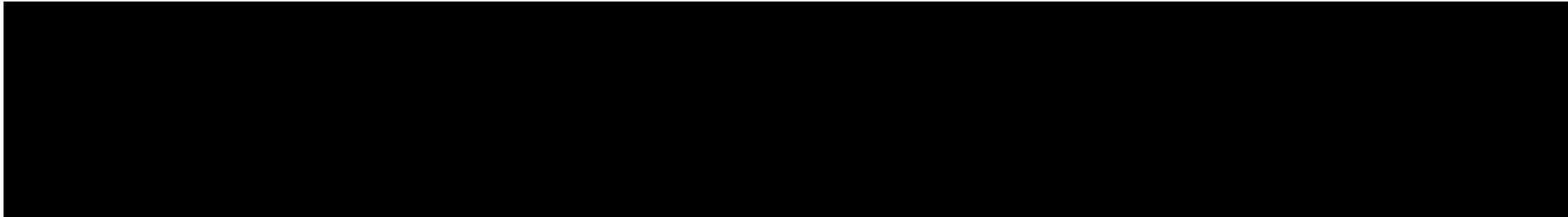
	National Benchmark	MSU FY07
1. # of Students Who Applied for Financial Aid per Departmental FTE	516.88	731.24

2. # of Students Who Were Offered Financial Aid as a % of # of Students Who Applied for Financial Aid	76.9%	87.42%
3. # of Students Who Received Financial Aid as a % of Total Students	54.2%	65.68%

MSU data was entered into the NASFAA (National Association of Financial Aid Administrators) Staffing Model Analysis. Current MSU staff is 2.5 FTE below the average staff size according to this analysis.

MSU Trend Data: MSU trend data was calculated in the same three categories used for the national benchmarking data. Results are outlined below.

	FY01	FY02	FY03	FY04	FY05	FY06	FY07
1. # of Students Who Applied for Financial Aid per Departmental FTE	734.35	721.61	753.81	769.85	758.33	776.15	731.24
2. # of Students Who Were Offered Financial Aid as a % of # of Students Who Applied for Financial Aid	76.0%	73.7%	76.2%	81.8%	81.7%	82.5%	87.42%
3. # of Students Who Received Financial Aid as a % of Total Students	61.9%	62.0%	65.2%	66.2%	67.5%	67.4%	65.7%
4. Award letters printed	8840	8958	9667	10598	10435	10777	10761
5. Award letters returned	7099	7078	7732	8070	8113	7978	7811



Program Mission Statement: The mission of the Department of Intercollegiate Athletics at Montana State University is to develop and enhance athletic programs promoting academic integrity, athletic competition and social and fiscal responsibility consistent with University philosophies. The Department of Athletics will provide:

- Opportunities for a richly diverse academic and athletic environment in which the entire University community is fully engaged in supporting student athlete's success.

- A competitive opportunity that strives for athletic excellence within the Big Sky Conference and NCAA while promoting self-discipline, sportsmanship and ethical conduct.

- A mutually beneficial relationship which enhances welfare, personal growth and success between student-athletes and all constituencies.

The Department of Intercollegiate Athletics is committed to promoting honesty, integrity, fiscal responsibility, and a sense of Bobcat Pride throughout the University community and the State of Montana. Student-athletes and staff of the department shall be afforded these opportunities regardless of sex, race, creed, or national origin.

How the Program is Necessary to the University: Bobcat Athletics is an integral part of Montana State University and plays an essential role in tying the University to the community, state and alumni. Additionally, Athletics contributes to enrollment management by recruiting, providing financial aid, and retaining students to graduation at a rate that exceeds that of the University as a whole. Athletics attracts students to the Institution in addition to athletes through media attention, established family relationships, and exposure to the campus at athletic events.

Intercollegiate athletics also attracts minority students to the Montana State University campus promoting diversity at the student level, as well as the professional sector through the coaching staff. Athletics supports the University mission not only through academics but financially as well. Over the last 5 years Bobcat Athletic Designated Funds have provided an average of approximately \$1.3 million in return dollars to the MSU campus. For each dollar of base budget Institutional support for the past 5 years, Athletics has returned between 65-68%, to the MSU campus through scholarships, administrative fees, printing, residence life and other campus services.

Program Overview:

Bobcat Athletics is a member of the Big Sky Conference and fields 15 athletics teams at the Division I level, with football participating in the Championship Subdivision. In the Spring of 2004 the Department of Athletics worked with campus and presented to the Board of Regents a revised five year budget plan. Fiscal year 2005-2006 saw athletics exceed expectations of the plan and eliminate its negative fund balance from a deficit of \$130,000 at FY05 year-end to a surplus in excess of \$180,000. These reductions were accomplished through the generation of additional revenues and expenses savings. A new 5-year budget plan for FY2008-2012 is in development.

ATHLETICS		FY07 Budgeted FTE: 57.846		FY07 Budget: \$2,410,990		
Key Performance Indicators						
Relationship to University Mission	Productivity Benchmark					Source/Comment
	Description	Benchmark	2006 Measure	2007 Measure	MSU VP Target	
Desirable/Best Practice	Graduation rate	63%	48%	33%	54%	Benchmark: NCAA Average
Desirable/Best Practice	Graduation Success Rate (GSR)	77%	68%	65%		Benchmark: NCAA Average
Desirable/Best Practice	Student-athletes per FTE	5.11	7.15	6.47		Benchmark: NACUBO
Desirable/Best Practice	Maintaining Title IX equity - # of Female Intercollegiate Athletes as % of Total	32.68	47	46		Benchmark: NACUBO
Desirable/Best Practice	# of Male Intercollegiate Athletes as % of Total Intercollegiate Athletes	67.32	53	54		Benchmark: NACUBO
Desirable/Best Practice	Maintain 15 Division I Sports - # of Sports per FTE	.20	.28	.26		Benchmark: NACUBO
Desirable/Best Practice	# of Sports Supported	17	15	15		Benchmark: NACUBO

Academic Integrity: Bobcat Athletics strives to exceed MSU undergraduate and NCAA Division I averages for GPA and graduation rate. Following are the athletic graduation rates and University graduation rates, respectively: 2001 – 41%, 43.6%; 2002 – 50%, 43%; 2003 – 52%, 41%; 2004 – 52%, 44%; 2005 – 67%, 47%; 2006 – 50%, 33%.

Average GPAs for all Sports: 2002 – 3.05, 2003 – 3.13, 2004 – 3.003, 2005 – 3.10, 2006 – 3.08, 2007 – 3.13

Equity & Diversity: Bobcat Athletics strives to provide male and female student-athletes access to participation within 3% of the proportion of male and female undergraduate students attending MSU- Bozeman. Following are the proportionality of males to females for athletics and the University, respectively: 2001 – 55 to 45, 54 to 46; 2002 – 56 to 44, 55 to 45; 2003 – 57 to 43, 54 to 46; 2004 - 54 to 46, 55 to 45; 2005– 55 to 45, 54 to 46; 2006 - 53 to 47, 53 to 47, 2007 – 54 to 46 (Student-athletes), 55 to 45 (undergraduates).

National Benchmarks:

- On November 25th, Montana State University hosted the first home football playoff game since 1984 and defeated Furhman University to advance to the second round of the 2006 NCAA Football Championship.
- Bobcat Women’s Basketball program finished 3rd nationally in Grade Point Average as ranked by the Women’s Basketball Coaches Association.
- Women’s Basketball Player, Nubia Garcia, was named an honorable-mention Arthur Ashe, JR, Sports Scholar.
- Ellie Rudy made Bobcat history by winning the NCAA National Championship in women’s pole vault in the indoor season. She has won five consecutive Big Sky crowns in the event as well as being a three-season All-American and the Indoor and Outdoor Midwest Regional Field Athlete of the Year.
- Senior Mandy Bowden was named to the ESPN the Magazine/COSIDA At-Large District VII academic team. She recorded a 3.86 GPA in exercise science while making her third appearance at the NCAA Championships.
- Football player Ty McDonald was named the 2007 Torleif Aasheim Community Involvement Award.

- Overall, student-athletes and athletic department staff provided over 3,500 hours of community service to the Gallatin Valley in the 2006-2007 academic year.

- Over 50% of student-athletes earned above a 3.0 GPA for the 2007 spring semester. Student-athletes earned a team average GPA of 3.21 for the term which marked the 14th consecutive semester of a team average GPA above a 3.0.

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Big Sky Conference All Sports Trophy: 2007: Women – 8th, Men 5th; -- 2006: Women – 8th; Men – 3rd; 2005: Women –5th; Men – 1st; 2004: Women – 3rd; Men – 3rd;

Big Sky Conference All Academic Student-Athletes: 2002 – 91, 2003 – 98, 2004 – 96, 2005 – 90, 2006 – 98; 2007 – 92 (+14 Ski, but they are named USCSCA All Academic since the big sky doesn't offer ski)

President's Cup:

-Montana State won its first Sterling Bank Big Sky Conference President's Cup in 2004-05. The award goes to the league school that fares the best in athletic competition and academic achievement.