# MONTANA UNIVERSITY SYSTEM

## 2011 BIENNIUM BUDGET PLANNING – NEW PROPOSALS (JANUARY 2008)

| | |
|---|---|
| UNIT/CAMPUS: MSU BOZEMAN | UNIT PRIORITY:  1 |
| NEW PROPOSAL NAME:  CAMPUS IT STAFFING INITIATIVE | |
| BOARD OF REGENT STRATEGIC GOAL: _X_ACCESS   _X  ECON DEV _X EFFICIENCY _X_  RECRUIT/RETAIN | |

| | |
|---|---|
| TOTAL BIENNIAL COST: $1,030,000 | FUNDING SOURCES: |
| FY 10 TOTAL COST:  $515,000 | FY 11 TOTAL COST:  $515,000 |
| FY 10 BASE FUNDING REQUESTED: $515,000 | FY 11 BASE FUNDING REQUESTED: $515,000 |
| FY 10 OTO FUNDING REQUESTED: $ | FY 11 OTO FUNDING REQUESTED: $ |
| ADDITIONAL STAFF IN FY10 (FTE): 7.5 FTE | ADDITIONAL STAFF IN FY11 (FTE): 7.5 FTE |

DESCRIPTION OF NEW PROPOSAL:

This proposal provides funding for the initial step in a long-term process to transform the way we use information technology at Montana State University.  This process will enrich student engagement in learning and discovery, improve pedagogy, increase research capacity, business continuity, and operational efficiency and effectiveness.  The entire process will span several biennia.

As an institution, MSU has significantly under invested in information technology.  We have 33% fewer IT FTE and spend one-third the money per student as similar institutions.  We spend one-quarter the money on academic computing as similar institutions and, as a percent of our total budget we spend half of what similar institutions spend on IT.  Our faculty and students are not getting the same benefits from technology that their peers at other institutions are getting.

The campus community has completed an IT Strategic Plan that outlines directions that we should be moving with technology.  Our three campus IT Advisory committees have each set priorities on the items in the IT Strategic Plan.  This funding request honors those priorities by adding approximately 7.5 FTE technical staff in key positions where a lack of staffing is preventing us from pursuing strategic initiatives.

This initiative addresses the following key areas:  Increased availability of IT infrastructure including expanded wireless networking; higher level of client (both academic and business) services; and increased levels of IT security.  Several of the funded positions do work that will benefit all four MSU campuses.

HOW SUCCESS IS MEASURED:

Success will be measured by monitoring progress toward the goals of the IT Strategic Plan including: increased use of technology by faculty in their instructional activities,  increased access to high speed computing, networking, and storage for researchers; improved security of campus systems and data, increased access to campus networks including increase in wireless coverage; and increased levels of automated business services.

# MONTANA UNIVERSITY SYSTEM

## 2011 BIENNIUM BUDGET PLANNING – NEW PROPOSALS (JANUARY 2008)

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|---|---|
| **UNIT/CAMPUS:  BOZEMAN** | **UNIT PRIORITY:  2** |
| **NEW PROPOSAL NAME:   FACULTY LINES IN KEY AREAS IMPORTANT TO MONTANA** | |
| **BOARD OF REGENT STRATEGIC GOAL: X__ACCESS    X__ ECON DEV __ EFFICIENCY   X_RECRUIT/RETAIN** | |

| | |
|---|---|
| TOTAL BIENNIAL COST: $    $1,000,000 | FUNDING SOURCES: |
| FY 10 TOTAL COST:  $500,000 | FY 11 TOTAL COST:  $500,000 |
| FY 10 BASE FUNDING REQUESTED: $500,000 | FY 11 BASE FUNDING REQUESTED: $500,000 |
| FY 10 OTO FUNDING REQUESTED: $ | FY 11 OTO FUNDING REQUESTED: $ |
| ADDITIONAL STAFF IN FY10 (FTE):  5.0 FTE | ADDITIONAL STAFF IN FY11 (FTE):  5.0 FTE |

DESCRIPTION OF NEW PROPOSAL:

MONTANA STATE UNIVERSITY HAS A STRONG NEED TO ADD FACULTY POSITIONS IN AREAS OR DISCIPLINES CRITICAL TO THE FUTURE ECONOMIC AND SOCIAL VITALITY OF MONTANA.  WE HAVE IDENTIFIED SEVERAL FIELDS THAT WILL LIKELY BE CRUCIAL FOR IMPROVING THE PREPAREDNESS OF OUR UNDERGRADUATE AND GRADUATE STUDENTS FOR ENHANCING THE ECONOMIC COMPETITIVENESS OF MONTANA IN THE GLOBAL ECONOMY.  THESE AREAS INCLUDE DISCIPLINES SUCH AS BIOTECHNOLOGY, AGRICULTURE, ENGINEERING, HEALTH SCIENCES, AND ENERGY-RELATED DISCIPLINES.

NEW FACULTY LINES ARE ESSENTIAL TO ENHANCING GRADUATE EDUCATION, RESEARCH PRODUCTIVITY, AND THE COMMERCIALIZATION OF DISCOVERIES AT MSU.  THESE HIRES COULD BE JUNIOR FACULTY EMBARKING UPON CAREERS IN THESE KEY AREAS OF IMPORTANCE TO MONTANA, OR THEY MAY BE SENIOR FACULTY WITH WELL-ESTABLISHED RESEARCH PROGRAMS THAT WOULD THEN RELOCATE TO MONTANA. IN EITHER CASE, THE GOAL IS TO STIMULATE INCREASED ENROLLMENTS AT BOTH THE GRADUATE AND UNDERGRADUATE LEVELS AND TO FURTHER DEVELOP RESEARCH PRODUCTIVITY IN AREAS CRITICAL TO MONTANA'S ECONOMY.  AN IMPORTANT ELEMENT OF THIS INIITIATIVE WILL BE TO POTENTIALLY IDENTIFY AREAS IN WHICH NEW DOCTORAL PROGRAMS WILL BE CREATED TO ADDRESS REGENTIAL STRATEGIC GOALS.  FACULTY LINES MAY BE ASSOCIATED WITH THE DEVELOPMENT OF THESE NEW GRADUATE PROGRAMS.

HOW SUCCESS IS MEASURED:

A BASE MEASURE OF SUCCESS IS THE INCREASE OF STUDENT ENROLLMENTS AT THE GRADUATE AND UNDERGRADUATE LEVELS IN THESE KEY DISCIPLINE AREAS.  ADDITIONALLY, THE RESEARCH PRODUCTIVITY OF FACULTY AS MEASURED BY GRANTS AND CONTRACTS ACTIVITY, PATENT APPLICATIONS AND OTHER TECHNOLOGY TRANSFER DATA WILL BE ASSESSED.  OTHER ECONOMIC DEVELOPMENT MEASURES WILL BE USED TO EVALUATE THE SUCCESS OF THE PROPOSAL.

# MONTANA UNIVERSITY SYSTEM

## 2011 BIENNIUM BUDGET PLANNING – NEW PROPOSALS (JANUARY 2008)

| UNIT/CAMPUS:  STUDENT AND ACADEMIC AFFAIRS | UNIT PRIORITY:  3 |
|---|---|
| NEW PROPOSAL NAME:  RETAINING AND GRADUATING STUDENTS | |
| BOARD OF REGENT STRATEGIC GOAL:  ___ACCESS   _X_ ECON DEV  _X_ EFFICIENCY _X_ RECRUIT/RETAIN | |

| TOTAL BIENNIAL COST: $500,000 | FUNDING SOURCES: |
|---|---|
| FY 10 TOTAL COST:  $200,000 | FY 11 TOTAL COST:  $300,000 |
| FY 10 BASE FUNDING REQUESTED: $200,000 | FY 11 BASE FUNDING REQUESTED: $300,000 |
| FY 10 OTO FUNDING REQUESTED: $ | FY 11 OTO FUNDING REQUESTED: $ |
| ADDITIONAL STAFF IN FY10 (FTE):  3.0 FTE | ADDITIONAL STAFF IN FY11 (FTE):  4.0 FTE |

DESCRIPTION OF NEW PROPOSAL:

Develop an integrated, intensive and **comprehensive mentoring, advising, and counseling system** that reaches all students and is employed early in their academic experience.

Expansion of the First Year Initiative Program will enable more students to be counseled when academic problems arise, including early intervention when freshmen show signs of difficulty within the institution.  More advisors are needed in areas such as pre-health and Native American Support.  A new program will be established to examine institutional data in order to identify and track students and enhance their chances for success.  Another mental health professional will be hired by in the Counseling Center to better serve the needs of the student body.  We will better coordinate retention efforts and develop a coherent university retention program.

HOW SUCCESS IS MEASURED:

- Increase freshman to sophomore retention rates
- Increase subsequent year-to-year student enrollment
- Increase the 4, 5, and 6 year graduation rates
- Retention Coordinator services would be measured by looking at efficiencies in programs and overall retention rates.
- Counseling center success is measured by the provision of more immediate and responsive counseling assistance to students

# MONTANA UNIVERSITY SYSTEM

## 2011 BIENNIUM BUDGET PLANNING – NEW PROPOSALS (JANUARY 2008)

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|---|---|
| UNIT/CAMPUS: MSU - BOZEMAN | UNIT PRIORITY:  4 |

NEW PROPOSAL NAME: SAFETY & MAINTENANCE STAFFING RESOURCES

BOARD OF REGENT STRATEGIC GOAL: ___ACCESS    ___ ECON DEV  _X_ EFFICIENCY _X_ RECRUIT/RETAIN

| | |
|---|---|
| TOTAL BIENNIAL COST: $1,130,000 | FUNDING SOURCES: |
| FY 10 TOTAL COST:  $565,000 | FY 11 TOTAL COST:  $565,000 |
| FY 10 BASE FUNDING REQUESTED: $565,000 | FY 11 BASE FUNDING REQUESTED: $565,000 |
| FY 10 OTO FUNDING REQUESTED: $ | FY 11 OTO FUNDING REQUESTED: $ |
| ADDITIONAL STAFF IN FY10 (FTE): 12.5 FTE | ADDITIONAL STAFF IN FY11 (FTE): 12.5 FTE |

DESCRIPTION OF NEW PROPOSAL:

Adequate facilities maintenance, safety and security resources are essential to maintaining a safe, secure and properly functioning university environment for our students, faculty and staff. This proposal will provide funding to help recover some of the critical staffing and equipment resources needed by University Police, Safety & Risk Management, and Facilities Services to respond to escalating service and safety demands and funding lost to budget reductions in the 1990s. This will help offset increasing costs for additional maintenance staffing, materials, parts and equipment; hazardous waste training, handling and disposal programs to achieve regulatory compliance.  Base funding will also enable the university to more fully staff the University Police operations to ensure appropriate level of preparedness and response to incidents which can threaten the safety and security of the campus community.

HOW SUCCESS IS MEASURED:
Improved levels of maintenance, safety, security and compliance.

# MONTANA UNIVERSITY SYSTEM

## 2011 BIENNIUM BUDGET PLANNING – NEW PROPOSALS (JANUARY 2008)

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|---|---|
| UNIT/CAMPUS: MSU-BOZEMAN | UNIT PRIORITY:  5 |
| NEW PROPOSAL NAME:  UNDERGRADUATE RESEARCH | |
| BOARD OF REGENT STRATEGIC GOAL:  ___ACCESS    X ECON DEV ___ EFFICIENCY  X RECRUIT/RETAIN | |

| | |
|---|---|
| TOTAL BIENNIAL COST: $500,000 | FUNDING SOURCES: |
| FY 10 TOTAL COST:  $200,000 | FY 11 TOTAL COST:  $300,000 |
| FY 10 BASE FUNDING REQUESTED: $200,000 | FY 11 BASE FUNDING REQUESTED: $300,000 |
| FY 10 OTO FUNDING REQUESTED: $ | FY 11 OTO FUNDING REQUESTED: $ |
| ADDITIONAL STAFF IN FY10 (FTE): 0 | ADDITIONAL STAFF IN FY11 (FTE): 0 |

DESCRIPTION OF NEW PROPOSAL: Founded in 1994, the Undergraduate Scholars Program was one of the first campus-wide undergraduate research programs in the nation.   In 2004, MSU became the first land-grant institution in the nation to require an undergraduate research/creativity course.  As a top tier Carnegie research university dedicated to undergraduate education, we have pledged to **link student learning with the discovery of knowledge**.

*Summer and academic year research stipends.*  Students have better career opportunities if they have been employed as undergraduate researchers, and by so doing have developed the skills that position them for higher level jobs.  This funding will expand the number of students going beyond their curricular requirements in this area.

*Funds for supplies for undergraduate research and creative work.*  Outside of the sciences and engineering funding for supplies is very limited.  Yet research and creative work for students in the humanities, arts, and social sciences is every bit as educationally valuable.  Modest support will provide a tremendous return on the investment in terms of the quality of education.

*Internships with Montana companies and a community-based research program.*  A funded internship program would directly benefit both undergraduates and small businesses throughout the state.  This would help Montana companies provide internship opportunities with adequate compensation to attract students.  Engaging students in hands-on learning with community partners holds great potential for applying research methods to real life problems that non-profit organizations face in Montana.

*Funds to send students to regional and national meetings to present the results of their research.*  The experience of presenting the results of their work at meetings can be extremely valuable for students, directly contributing to the development of their critical thinking as well as communications skills.

HOW SUCCESS IS MEASURED:

Success at the end of the biennium will be measured against the following goals:

Increase undergraduate research activity beyond curricular requirements
Increase the annual number of internships with Montana companies
Increase community based undergraduate research
Increase MSU undergraduate research presentations at national conferences

# MONTANA UNIVERSITY SYSTEM

## 2011 BIENNIUM BUDGET PLANNING – NEW PROPOSALS (JANUARY 2008)

| | |
|---|---|
| UNIT/CAMPUS: MSU-BOZEMAN | UNIT PRIORITY:  6 |

NEW PROPOSAL NAME: WORKFORCE DEVELOPMENT

BOARD OF REGENT STRATEGIC GOAL: ___ACCESS    __X_ ECON DEV __X_ EFFICIENCY ___ RECRUIT/RETAIN

| | |
|---|---|
| TOTAL BIENNIAL COST: $400,000 | FUNDING SOURCES: General Fund |
| FY 10 TOTAL COST:  $200,000 | FY 11 TOTAL COST:  $200,000 |
| FY 10 BASE FUNDING REQUESTED: $200,000 | FY 11 BASE FUNDING REQUESTED: $200,000 |
| FY 10 OTO FUNDING REQUESTED: $0 | FY 11 OTO FUNDING REQUESTED: $0 |
| ADDITIONAL STAFF IN FY10 (FTE):1.0 FTE | ADDITIONAL STAFF IN FY11 (FTE):1.0 FTE |

DESCRIPTION OF NEW PROPOSAL: **The Montana Bureau of Labor and Statistics cites the need for thousands of newly trained workers in Montana over the next ten years.  A primary source for the training of these new workers will be in the professional development and two-year sector of the Montana University System. MSU-Bozeman is requesting $400,000 to implement an industry-driven start-up model for short-term, certificate and two-year or less training and education programs, particularly in the construction, health care, local government, information technology, and small business management industries, to meet immediate and emerging needs in the fast moving economy of the Gallatin Valley.**

**Groundbreaking community needs assessment work done by the MSU-Great Falls COT and MSU Extended University, as well as the success of initial program offerings in the Gallatin Valley have met with high approval, but also generated increased demands from the community. MSU-Bozeman will capitalize on this community work and broaden its educational offerings to respond to local workforce demands at the certificate, two-year, and professional development level as it has at the four-year and graduate level.**

**The $200,000 in each year of the biennium represents a revolving pool of funds that will be drawn on to begin program development in the two-year sector. The funds will be used for curriculum/program development, equipment purchase and initial faculty hires and will revert to the pool once enrollment grows to a sustainable level**

**Initial partners with MSU will include:**
- **Bozeman Public Schools**
- **Bozeman Area Chamber of Commerce**
- **The Prospera Business Network**
- **Bozeman Deaconess Hospital**
- **Bozeman small business managers and IT staff**
- **Bozeman local government – elected officials and staff**

HOW SUCCESS IS MEASURED: **THE MAJOR IMPACT OF THIS PROJECT WILL BE AN INCREASE IN THE NUMBER OF SKILLED EMPLOYEES IN SELECTED INDUSTRIES AVAILABLE IN GALLATIN AND PARK COUNTIES, AND CONSEQUENT GROWTH IN BOTH WAGES AND COMPANY PERFORMANCE WITHIN THOSE INDUSTRIES. THE PROGRAM DATA  TABLE BELOW WAS DEVELOPED BY MSU-BILLINGS:**

| New Two-year Program | Number Enrolled (including dual credit) | Retention Rate | Number Placed | Wage Data |
|---|---|---|---|---|
| Short-term Industry-based Training | | | | |
| Certificate | | | | |

# MONTANA UNIVERSITY SYSTEM

## 2011 BIENNIUM BUDGET PLANNING – NEW PROPOSALS (JANUARY 2008)

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|---|---|
| UNIT/CAMPUS: MSU-BOZEMAN | UNIT PRIORITY:  7 |

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|---|
| NEW PROPOSAL NAME: MANAGEMENT INTERNAL CONTROL SYSTEM |

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| BOARD OF REGENT STRATEGIC GOAL: ___ACCESS  ___ ECON DEV _X_ EFFICIENCY ___ RECRUIT/RETAIN |

| | |
|---|---|
| TOTAL BIENNIAL COST: $240,000 | FUNDING SOURCES: General Fund |
| FY 10 TOTAL COST:  $80,000 | FY 11 TOTAL COST:  $160,000 |
| FY 10 BASE FUNDING REQUESTED: $80,000 | FY 11 BASE FUNDING REQUESTED: $160,000 |
| FY 10 OTO FUNDING REQUESTED: $0 | FY 11 OTO FUNDING REQUESTED: $0 |
| ADDITIONAL STAFF IN FY10 (FTE):1.0 FTE | ADDITIONAL STAFF IN FY11 (FTE):2.0 FTE |

DESCRIPTION OF NEW PROPOSAL:

**Purpose**

The purpose of this proposal is to enhance the MSU-Bozeman management internal control system. MSU is committed to assessment and accountability as we continue to develop sound management strategies for addressing our needs and opportunities. Management is primarily responsible for internal control.

**Background**

Fall 2007, the Governor of the State of Montana started an initiative to ensure state agencies have a satisfactory internal control process. This initiative corresponds with issuance of frameworks and auditing standards related to internal control in the last several years.

The Governor's Internal Control Task Force and the State of Montana Department of Administration collaborated to draft a State of Montana Internal Control Manual. The manual is based on the framework published by the Committee of Sponsoring Organizations of the Treadway Commission (COSO). The manual is a draft chapter in the Montana Operations Manual (Volume II) Accounting Policies and Procedures.

**Scope**

Internal control is relevant to all MSU-Bozeman objectives, units, and activities. Internal controls are most effective when built into the MSU-Bozeman infrastructure.

Internal control is broadly defined by COSO as a process effected by management designed to provide reasonable assurance regarding the achievement of distinct but overlapping objectives in the following categories: effectiveness and efficiency of operations, reliability of financial reporting, and compliance with applicable laws and regulations.

Internal control consists of five interrelated components: control environment, risk assessment, control activities, information and communication, and monitoring.

**Action**

MSU-Bozeman has established a control infrastructure and internal control procedures over time, using available resources. Resources are insufficient to integrate and document the internal controls within and among components of that infrastructure in a manner that would more effectively and efficiently meet the needs of stakeholders.

The additional staff (FTE) in this proposal will assist management in enhancing the MSU-Bozeman management internal control system in various ways including, but not limited to, the following:

- Coordination of internal control within the existing infrastructure and changes in the infrastructure to improve internal control as needed.
- Design and implementation of internal control. For example, documentation of policies and procedures and training on internal control.
- Evaluation of the overall internal control system and whether internal controls implemented are operating as intended.

**Related Documents**

- Office of the Governor Budget and Program and Planning letter dated September 11, 2007
- State of Montana Legislative Audit Division letter dated November 8, 2007
- State of Montana Department of Administration draft policy on internal control issued for comment on December 7, 2007 (See draft policy at http://doaforms.mt.gov/AccountingForms/chapters_draft.asp)

HOW SUCCESS IS MEASURED:

An effective internal control system will improve, but not guarantee, the effectiveness and efficiency of operations, reliability of financial reporting, and compliance with applicable laws and regulations, resulting in increased public confidence. Internal control may be measured at different levels and by different means as described in the COSO framework and other relevant resources. For example, evaluations to determine the following:

- Personnel possess and maintain a level of competence that allows them to accomplish their assigned duties;
- Management has identified, analyzed, and taken action to manage risks considering significant interactions with external and internal parties;
- Required control activities were performed, such as approvals, authorizations, verifications, reconciliations, and performance reviews;
- Pertinent information was identified, captured, and distributed in a form and time frame that permitted people to perform their duties efficiently.

Evaluations must be performed by the Legislative Auditors each year in connection with the performance of the University's annual financial statement audit.  Evaluations may also be be performed by management, internal or external auditors, or funding entities.