

MONTANA UNIVERSITY SYSTEM
2011 BIENNIUM BUDGET PLANNING – REVISED PROPOSALS (MARCH 2008)

UNIT/CAMPUS: MUS CAMPUSES		UNIT PRIORITY:	
NEW PROPOSAL NAME: 2% POOL FOR CRITICAL SALARY ISSUES			
BOARD OF REGENT STRATEGIC GOAL: <u> </u> ACCESS <u> </u> ECON DEV <u> </u> EFFICIENCY <u>X</u> RECRUIT/RETAIN			
TOTAL BIENNIAL COST: \$15,924,159		FUNDING SOURCES: State Appropriation	
FY 10 TOTAL COST: \$5,308,053		FY 11 TOTAL COST: \$10,616,106	
FY 10 BASE FUNDING REQUESTED: \$5,308,053 UM - \$2,521,508 MSU - \$2,786,545		FY 11 BASE FUNDING REQUESTED: \$5,308,053 UM - \$2,521,508 MSU - \$2,786,545	
FY 10 OTO FUNDING REQUESTED: \$0		FY 11 OTO FUNDING REQUESTED: \$0	
ADDITIONAL STAFF IN FY10 (FTE): 0		ADDITIONAL STAFF IN FY11 (FTE): 0	

DESCRIPTION OF NEW PROPOSAL:

GOAL / STRATEGY

The Recruitment and Retention Task force assembled by the Commissioner of Higher Education found that all campuses of the University of Montana System are having difficulties in recruiting and retaining faculty and staff, with substantial negative impact. Studies of salaries at comparator institutions confirmed that average salaries across the System are less than competitive and the goal of this proposal is to address this problem.

Strategy: Request a special base adjustment in State appropriation equal to 2% of total salaries each year to provide a pool of funds to address critical salary issues such as compression, inversion, equity and market in the form of base salary increases. *Please note that the 2% request is a placeholder estimate which will be refined, based on data analysis which will investigate the magnitude of salary issues on each campus, by category (faculty, administrative & professional, and classified staff.) The final request will be no more than the 2% initial request, but will be a more exact estimate of the need, tied to specific parameters for each employee group.*

IMPACT

Positive impacts will include:

- Shorter average duration of position vacancies
- Larger and more competitive applicant pools
- Fewer failed searches
- Better retention of faculty and staff

Failure to implement the plan will result in continued difficulties in recruitment, retention and ultimately overall reduced quality in instruction and campus support.

ACTION PLAN

- The Director of HRS will implement in consultation with Executive Officers in FY2010 and FY 2011.

HOW SUCCESS IS MEASURED:

ACCOUNTABILITY

Improvement in average salaries relative to comparative and benchmark salary data
 Improved retention

MONTANA UNIVERSITY SYSTEM
2011 BIENNIUM BUDGET PLANNING – REVISED PROPOSALS (MARCH 2008)

UNIT/CAMPUS: UM & MSU	UNIT PRIORITY:
NEW PROPOSAL NAME: DOCTORAL EDUCATION AND RESEARCH – ECONOMIC DEVELOPMENT	
BOARD OF REGENT STRATEGIC GOAL: <u> </u> ACCESS <u> </u> <input checked="" type="checkbox"/> ECON DEV <u> </u> EFFICIENCY <u> </u> RECRUIT/RETAIN	
TOTAL BIENNIAL COST: \$11,415,404	FUNDING SOURCES: State Appropriation
FY 10 TOTAL COST: \$5,707,702	FY 11 TOTAL COST: \$5,707,702
FY 10 BASE FUNDING REQUESTED: \$5,707,702	FY 11 BASE FUNDING REQUESTED: \$0
FY 10 OTO FUNDING REQUESTED: \$0	FY 11 OTO FUNDING REQUESTED: \$0
ADDITIONAL STAFF IN FY10 (FTE):0	ADDITIONAL STAFF IN FY11 (FTE):0

DESCRIPTION OF NEW PROPOSAL:

This initiative has been developed as a cooperative effort between the University of Montana and Montana State University and is consistent with the Board of Regents' desire to move the two institutions further in the direction of graduate research institutions. Graduate education, especially in disciplines related to science and technology, is essential to the continued growth, leadership and economic well-being of Montana. Current policies and budget constraints at Montana's two research universities are significantly inhibiting the ability of the institutions to attract and engage the best young minds in America, particularly at the doctoral level. This initiative is designed to give Montana a competitive edge in attracting the very best doctoral students to its two research universities. Specifically, the initiative will contribute to the state in the following ways:

- Increase the number and quality of highly skilled and globally competitive employers and employees for Montana's rapidly expanding knowledge and technology-based economy;
- Increase the number and success of new start-up technology-based businesses that stem from research conducted at University of Montana and Montana State University through new business development by faculty and graduate students;
- Increase the national and global competitiveness of the University of Montana and Montana State University graduate programs to recruit the top tier graduate students to Montana; and
- Increase the quality of our undergraduate education experience by recruiting the best graduate teaching and research assistants who often work closely with our undergraduates in the classroom and in the laboratory.

There are multiple strategies necessary to move the institutions toward greater competitiveness and larger enrollments in doctoral programs. This proposal focuses on the two strategies detailed below. In future biennia, strategies aimed at expanding existing graduate programs and initiating new programs will be presented.

Competitive graduate stipends: The current graduate stipends provided at the universities are highly variable and decidedly uncompetitive regionally or nationally. While in some areas, grant-funded activity permits paying a higher and more competitive stipend, state-funded assistantships must be addressed. If we are to attract increasing numbers of highly capable students, we will need to increase stipend levels to values that are competitive with other flagship institutions in the region. *This proposal addresses assistantships for doctoral students only* because that group of students is most directly related to economic development and it provides an ambitious, but achievable goal by itself. The regionally competitive doctoral stipends, and therefore the targets for this initiative, are: \$25,000 for science and engineering areas and \$18,500 for other disciplines. The budget below reflects taking current state-funded assistantships for the doctoral students on both campuses from their present levels to the indicated amounts.

Resident status for tuition purposes: Nearly every other state provides relief from non-resident tuition for students from outside the state who are appointed as graduate assistants. A survey of land grant and research universities in 14 western states revealed that Montana's two research universities were the only universities that did not provide tuition assistance for graduate teaching and research assistants. In Montana, non-resident graduate students are "billed" at the full non-resident rate, although in many cases grant funds and significant university funds are used to provide tuition relief to the student. Furthermore, non-resident graduate students are currently not counted toward the state appropriation based upon FTE. This proposal is for a policy that establishes non-resident graduate assistants as residents for tuition purposes and to count them in the University's FTE base at the time of allocation of state appropriations.

Reset the FTE calculation for Doctoral students: Doctoral students in most states are considered full-time at loads equal to 9 student-credit-hours (SCH) per semester. As these students are intended to participate in research and teaching efforts as doctoral assistants as part of their training, a 9 hour load is more appropriate to these programs and this mission. Accounting for these students based on a 9 SCH per FTE more accurately reflects the enrollment and the cost of instruction.

Assessment and Accountability:

Benchmarks for measuring the success of this initiative are straightforward: significantly increased numbers of graduate students (both incoming and graduating), higher quality students, increased numbers of students from outside of Montana, and increased research productivity.

RESOURCE REQUIREMENTS UM:

Personnel: (Defined by category and FTE, with amount)

Graduate Assistantships:

Increase 150 state-funded doctoral assistantships to target of \$25,000:

150 students X \$13,000 = \$1,430,000

Total Graduate Assistantship annual enhancement: **\$1,950,000**

Expenses: (Defined by category and amount)

Resident graduate student FTE generated from transition to 9 SCH/FTE:

77.33 X \$4,676 per FTE = **\$361,611**

Conversion of Non-resident graduate students to resident status (based on Fall 07 enrollment and calculated at 9 SCH/FTE):

117.90 non-resident FTE X \$4,676 per FTE = **\$551,300**

Bring existing stipends to 25k	150.00	13,000	1,950,000
Additional Resident FTE (12 to 9)	77.33	4,676	361,595
Conversion of NR to Res	117.90	4,676	551,300
			<u>2,862,895</u>

RESOURCE REQUIREMENTS MSU:

Personnel: (Defined by category and FTE, with amount)

Graduate Assistantships:

Increase 160 state-funded doctoral assistantships to target of \$25,000:

160 students X \$13,000 = \$2,080,000

Total Graduate Assistantship annual enhancement: **\$2,080,000**

Expenses: (Defined by category and amount)

Conversion of Non-resident graduate students to resident status (based on Fall 07 enrollment and calculated at 9 SCH/FTE):

101.17 additional resident (9 SCH/FTE) FTE x \$4,676 per FTE = \$473,071

62.39 non-resident FTE x \$4,676 per FTE = \$291,736

Total appropriation associated with change in FTE definition: **\$764,807**

Bring existing stipends to 25k	160.00	13,000	2,080,000
Additional Resident FTE (12 to 9)	101.17	4,676	473,071
Conversion of NR to Res	62.39	4,676	291,736
			<u>2,844,807</u>

MONTANA UNIVERSITY SYSTEM
2011 BIENNIUM BUDGET PLANNING – REVISED PROPOSALS (MARCH 2008)

UNIT/CAMPUS: UM/MSU	UNIT PRIORITY:
NEW PROPOSAL NAME: PBS SATELLITE UP-LINKING FUND	
BOARD OF REGENT STRATEGIC GOAL: <input checked="" type="checkbox"/> ACCESS <input type="checkbox"/> ECON DEV <input checked="" type="checkbox"/> EFFICIENCY <input type="checkbox"/> RECRUIT/RETAIN	
TOTAL BIENNIAL COST: \$400,000	FUNDING SOURCES: State Appropriation
FY 10 TOTAL COST: \$200,000	FY 11 TOTAL COST: \$200,000
FY 10 BASE FUNDING REQUESTED: \$200,000	FY 11 BASE FUNDING REQUESTED: \$0
FY 10 OTO FUNDING REQUESTED: \$0	FY 11 OTO FUNDING REQUESTED: \$0
ADDITIONAL STAFF IN FY10 (FTE): 0	ADDITIONAL STAFF IN FY11 (FTE): 0

DESCRIPTION OF NEW PROPOSAL:

Goal: To extend the impact of The University of Montana into the public realm through public service and distance learning through satellite-delivered Montana PBS service.

Strategy: To acquire transponder bandwidth and uplink the Montana PBS service to statewide cable system head-ends and Montana PBS transmitter and translator facilities.

Need: Montana PBS, the statewide public television service of the Montana University System, has tremendous public relations and public service value to the MUS and is a visible extension of the Universities' role in distance education, and promotion of learning, citizenship and culture. In 2003, after the sudden loss of a primary microwave distribution provider, Montana PBS was forced to move to satellite distribution. Montana PBS was able to secure the necessary capital and transitional funding necessary to quickly establish a suitable distribution system. That funding, provided by federal grants, will end in 2008. Without satellite up-linking, the service will cease for more than 130,000 households in the state.

The 2007 Montana Legislature, at the request of the Friends of Montana PBS, passed \$400K in funding support for the FY 08/09 biennium for this interconnection system. This funding request was made with the stated understanding and request from lawmakers that further funding would be requested and provided through the normal MUS funding process, beginning with the FY 2010/11 biennium.

At the request of the Commissioner of Higher Education, Montana PBS is pursuing this request in a collaborated effort through the established budgeting processes at both the University of Montana and Montana State University. The two institutions have agreed to place one half of the requested funding in their respective budget request processes. Montana PBS is seeking a total of \$400k in increased base funding per biennium.

HOW SUCCESS IS MEASURED:

Benchmarks for success: On-going delivery of Montana PBS signal to cable head-ends and Montana PBS transmitter and translator installations and measured continued growth in statewide membership.

Resource Requirements:

Personnel: (Defined by category and FTE, with amount) None

Expenses: (Defined by category and amount)

Lease, \$200,000

MONTANA UNIVERSITY SYSTEM
2011 BIENNIUM BUDGET PLANNING – REVISED PROPOSALS (MARCH 2008)

UNIT/CAMPUS: MUS	UNIT PRIORITY:
NEW PROPOSAL NAME: TARGETED FINANCIAL AID	
BOARD OF REGENT STRATEGIC GOAL: <u> X </u> ACCESS <u> </u> ECON DEV <u> </u> EFFICIENCY <u> X </u> RECRUIT/RETAIN	

TOTAL BIENNIAL COST: \$2,175,000	FUNDING SOURCES: State Appropriation
FY 10 TOTAL COST: \$725,000	FY 11 TOTAL COST: \$1,450,000
FY 10 BASE FUNDING REQUESTED: \$725,000	FY 11 BASE FUNDING REQUESTED: \$725,000
FY 10 OTO FUNDING REQUESTED: \$0	FY 11 OTO FUNDING REQUESTED: \$0
ADDITIONAL STAFF IN FY10 (FTE): 0	ADDITIONAL STAFF IN FY11 (FTE): 0

DESCRIPTION OF NEW PROPOSAL:

GOAL / STRATEGY:

Fund a Targeted Financial Aid Initiative which would provide need-based grant aid for Montana residents. This grant aid will serve as an incentive for Montana residents to attend one of the 2 year or 4 year institutions in the state (excluding the flagship campuses at UM and MSU).

IMPLEMENTATION RESPONSIBILITY:

Financial Aid Directors at one of the following units:
 2 year (including Community Colleges, as well as Colleges of Technology)
 4 year (Northern, Western, Tech, Billings)

IMPACT:

Base funding of the Targeted Financial Aid Initiative will:

- Enhance affordability and assist low-income Montana residents with the cost of education;
- Encourage residents to attend one of the campuses listed above;
- Increase the participation rate among resident students who have traditionally been less likely to attend college;
- Clearly delineate the two doctoral research Universities within the state and allow for a more differentiated model of higher education.

	Target award amount	Target number of awards	Total allocation per cohort
2 year campuses	2,250	200	450,000
4 year campuses	2,750	100	275,000
			\$725,000

ACTION PLAN:

Base fund the Targeted Financial Aid pool to levels that allow for:

- Modest expansion;
- Cohort renewal in the next biennium;
- Federal financial aid would be determined prior to awarding the grant aid.
- The following campus allocation model:
 - 2 year campuses – 200 awards in the amount of \$2,250
 - 4 year campuses – 100 awards in the amount of \$2,750
- Re-issuance of unused funds would be handled in the same manner as other state financial aid allocations.

HOW SUCCESS IS MEASURED:

ACCOUNTABILITY:

Targeted Financial Aid would ensure continued participation of Montana residents and develop measurable growth in the participation rate. Funding would involve \$725,000 base funding in both FY10 and FY11 per cohort, which would provide funding for four years per cohort.

MONTANA UNIVERSITY SYSTEM
2011 BIENNIUM BUDGET PLANNING – REVISED PROPOSALS (MARCH 2008)

UNIT/CAMPUS: SYSTEMWIDE	UNIT PRIORITY:
NEW PROPOSAL NAME: PRIMARY CARE WORKFORCE FOR FRONTIER/RURAL MONTANA	
BOARD OF REGENT STRATEGIC GOAL: <u> X </u> ACCESS <u> X </u> ECON DEV <u> </u> EFFICIENCY <u> </u>	
RECRUIT/RETAIN	
TOTAL BIENNIAL COST: \$1,973,000	FUNDING SOURCES:
FY 10 TOTAL COST: \$824,000	FY 11 TOTAL COST: \$1,149,000
FY 10 BASE FUNDING REQUESTED: \$824,000	FY 11 BASE FUNDING REQUESTED: \$1,149,000
FY 10 OTO FUNDING REQUESTED:	FY 11 OTO FUNDING REQUESTED:
ADDITIONAL STAFF IN FY10 (FTE):	ADDITIONAL STAFF IN FY11 (FTE):

The following funding requests were developed as a system-wide, comprehensive approach to increasing 1) the number of health professionals who are recruited from rural/frontier Montana, 2) the number of people who have opportunities to receive education specifically targeted to a rural/frontier practice, and 3) the number of health professionals most likely to practice in rural and frontier communities. The proposals *are not ranked*, and all are considered to be a priority for improving healthcare and maintaining the economic viability in rural/frontier areas. All proposals align with strategies recommended by MHWAC in a May 2007 report to the Board of Regents Workforce Committee.

MHWAC Strategy: Programs to Increase High Demand Healthcare Workforce:

Support for high demand nursing and allied health programs through RFP process \$300,000: Collaboration among two year programs, universities and healthcare providers will meet ongoing needs for nurses and allied health professionals in rural and frontier communities. Through an RFP process which will show how programs are responsive to and working with rural providers, funds will be targeted to high demand needs in rural and frontier areas.

Psych/Mental Health Nurse Practitioner Program \$337,000: Montana has the most severe mental healthcare workforce shortage in the US. Psych/Mental Health Nurse Practitioners can provide primary mental healthcare in rural and frontier practice and can function in a variety of healthcare settings. The program would be offered via distance education and utilize Montana clinical sites. The program would graduate 5-8 students per year and require clinical faculty and two FTE didactic faculty.

WWAMI Expansion of 10 slots \$973,333: Costs are based on the current contract with UW and current funding for the first year at MSU. The 10 new students will be incorporated into the new Targeted Rural and Underserved Track, an intense program that will recruit students from rural/frontier communities. Medical students are assigned mentors, and provided with extensive rural clinical and educational experiences. The proposal includes \$150,000 for OTO to enhance teleconference capacity with UW and other WWAMI sites. All other WWAMI sites/states have this capacity. WWAMI provides a cost effective medical education for Montana, leverage the resources of the University of Washington and other WWAMI states.

Graduate Medical Education \$50,000: Funding from the State supports 8% of the cost with the remainder from the federal government, and the two Billings hospitals. In 2002, the Legislature cut funding from \$341,200 to \$319,366; the request includes restoration to the previous funding level to support rural outreach, Veterans Clinic experience and obstetric, pediatric and trauma experience. Request is for \$50,000, and would restore funding to 2002 levels.

MHWAC Strategy: Delivering Health Professions Clinical Education Rural and Frontier Montana

Expanding clinical rotations in rural, frontier and underserved communities in all health professions, through a coordinated clinical placement system and expansion of rural and frontier clinical faculty \$300,000: Other rural and frontier states have found success in using an internet based system of matching students to clinical placements in rural sites. Managed by a faculty level coordinator, the system would use software developed in Oregon and can place all types of health professions students from all campuses. Cost is \$80,000 in start up costs for the 1st 2 years, declining to \$26,678 for a .25 FTE in the following years. The request includes \$42,500 per year for recruitment and training of rural and frontier clinical site preceptors and faculty, including travel. It would leverage additional clinical opportunities in partnership with Montana healthcare providers.

MHWAC Strategy: Comprehensive, Long Term Strategy, Shortages and Mal-distribution \$37,667 The healthcare workforce shortages are expected to increase with the aging of the population. This proposal would support the ongoing work of the MHWAC to improve healthcare workforce and analysis, and to support strategic interagency partnerships for workforce development. Additionally the funds would enhance Perkins funded programs and the Area Health Education Centers, to develop K-12 Programs specifically targeted to prepare rural and frontier students for rigor of health professions education. Funds would leverage federal funding through AHEC and Perkins as well as new grants. Cost \$37,667 would support .3 FTE and travel costs associated with MHWAC.