

MONTANA UNIVERSITY SYSTEM

**Mission Review
of
Montana State University Northern
Havre, MT**



October 2014

Memorandum of Understanding

This document serves as a Memorandum of Understanding between the Montana Board of Regents, the Montana University System Office, and Montana State University Northern as a depiction of institutional role, characteristics, and system and statewide contributions. This agreement helps guide the system and the institution in developing strategic directions that build on distinctive strengths and the leadership role that Montana State University Northern contributes to its affiliated campuses and the University System.

Paul Tuss, Chair
Montana Board of Regents

Clayton Christian, Commissioner
Montana University System

Greg Kegel, Interim Chancellor
Montana State University Northern

MISSION STATEMENT

MSU Northern, a teaching institution, serves a diverse student population by providing liberal arts, professional and technical education programs ranging from certificates through master's degrees. The university promotes a student centered and culturally enriched environment endorsing lifelong learning, personal growth and responsible citizenship. The university partners with a variety of community and external entities to enhance collaborative learning, provide applied research opportunities, stimulate economic development and expand student learning experiences.

Approved by the Board of Regents on September 22, 2011

VISION STATEMENT

Montana State University Northern will be known for its supportive, student-centered environment in which a unique mix of academic programs are responsive to local, regional, and state workforce needs, offered in an atmosphere that promotes student success.

As selected by the campus community on April 16, 2012

CORE THEMES

1. Provide liberal arts, professional and technical programs that serve a diverse student population by:
 - a. Providing excellent academic programs, and
 - b. Cultivating teaching and learning excellence.

2. Promote student centered and culturally enriched environment which fosters student success by:
 - a. Preparing students for careers in their chosen field,
 - b. Providing a student centered environment conducive to success, and
 - c. Promoting a culturally enriched environment.

3. Partner with external entities to enhance and expand learning experiences by:
 - a. Using external partnership input to develop or enhance programs or disciplines,
 - b. Expanding students' collaborative/external learning experiences, and
 - c. Through partnerships, stimulating the economic development of our region.

1.1 PROFILE

Montana State University Northern (MSUN) serves the eastern and north central regions of Montana as well as southern Alberta and Saskatchewan. The institution has 31 degrees and certificates with a small university atmosphere emphasizing service and interaction. In addition to traditional degrees and academic programs, the size of MSU Northern provides a nimble responsiveness to Montana agencies requesting assistance for small-scale service to statewide needs, such as the Montana Environmental Training Center, the Montana Motorcycle Rider Safety Program, the OPI Traffic education endorsement, and the more recent Bio-Energy Center operations. MSUN continues to utilize distance learning capabilities through on-line course and degree offerings such as Business Administration, Criminal Justice, and the BSN in Nursing. External funding agencies have recognized MSU Northern's location as a prime advantage for support of unique programs and initiatives. The university was founded 1929 as a Public, co-educational, residential school, then a college (1931), and then a university (1994). The main Campus is located in Havre, with Educational Centers in Great Falls and Lewistown.

1.2 ROLE

MSUN has the multifaceted role of undergraduate technology-based degree offerings, along with traditional degree programs in teacher education and graduate level (master's) degree offerings in Counseling and in Instruction and Learning. MSUN offers a variety of certificate and associate degree programs in the College of Technical Sciences (such as welding and automotive/diesel); many of the associate degrees articulate efficiently into bachelor level programs. The College of Education, Arts & Sciences and Nursing has associate and baccalaureate degree offerings, along with two Master's Degree programs (Counseling and Instruction and Learning), and extends administrative and related services, planning functions, and various other resources collaboratively to the three campuses: Havre, Great Falls (co-located with Great Falls College MSU), and Lewistown. Specializing in serving a large geographic region, MSUN serves an area that includes four Native American reservations along with Montana's smallest and largest towns. The University functions as an important cultural resource and continuing education center, with course and degree offerings serving the needs of those communities.

1.3 DISTINCT CHARACTERISTICS AND STRENGTHS

A Teaching Institution

- Long tradition of training teachers for Montana
- Secondary Education emphasis areas are being reinstated

Providing High-quality Technical Programs

- New Auto/Diesel Technology Center is proposed (funding drive is nearly complete)
- We are uniquely positioned to offer the best diesel technology program in the country

Providing Professional Programs

- Our Nursing program provides graduates into a specific niche market—rural healthcare
- The only online BSN program in the state
- Provides a majority of public and private school teachers to the Hi-Line
- Montana Environmental Training Center
- M.S. in Counselor Education
- Civil Engineering Technology program is the only ABET accredited CET program in the state

Student-Centered Learning Environment:

- 14:1 Student/Teacher ratio
- Many small classes and labs
- Twenty different student clubs and organizations
- Active Student Government Association
- Classes offered in face-to-face, online, and hybrid learning environments
- Student Support Services
- Student Success Center
- Enhanced Disability Services
- Testing Services in one-stop-shop setting
- Improved VA Support Services and Lounge

Diverse Student Population

- Large Native American Population (14.1%)
- Students from Canada, Mexico, South America, Asia, Hawaii
- 35% of our students are first-time, first generation
- Local and regional students tend to stay in this area after graduation

Culturally Enriched Environment

- Home of the Montana Actor's Theatre
- Home of the MSU Northern Community Orchestra
- Home of the MSU Northern Community Choir
- Chancellor's Lecture Series
- Concerts for Students
- International travel/learning opportunities

Participation in System/State Initiatives

- Performance-based Funding
- Complete College Montana (Complete College America-CCA)
- Main Street Montana

- Common Course Numbering
- Veteran Student Support and Success
- Financial Literacy, Affordability, and Financial Aid
- General Education
- Developmental Education
- EPSCoR/ Institute on Ecosystems
- TAACCCT Grants (Trade Adjustment Assistance Community College And Career Training Grants)
- SWAMMEI Grants (Strengthening Workforce Alignment in Montana's Manufacturing and Energy Industries)
- STEM initiatives
- Enterprise Information System
- Enhanced Two-way Video Systems for Instruction
- Montana Environmental Training Center
- Montana Motorcycle Rider Safety Training Program

Stimulates Economic Development—Locally, Statewide and for the Region

- MSUN is recognized for excellence in programs such as diesel technology, education, and nursing
- Very high pass rate in Montana for Nursing students on the NCLEX exam (91.2%) and above the national average
- MSUN's Bio-Energy Center has a provisional patent on converting bio oils into jet fuel
- 100% placement rate for Nursing and Diesel Technology graduates, with most of them staying in Montana

MSUN partners with a variety of community and external entities to enhance collaborative learning

- Community Leadership program
- Internships, Co-Ops, Practicum, and Externships
- Community Service opportunities

1.4 ACADEMIC STRATEGIC PLANNING

Core Theme	Objectives	Indicators of Achievement
<p>Comprehensive Programs: Provide liberal arts, professional and technical programs that serve a diverse student population</p>	<ol style="list-style-type: none"> 1. Provide excellent academic programs 2. Cultivate teaching and learning excellence 	<ul style="list-style-type: none"> • Student retention and graduation rates • Student pass rates and scores on state & national exams • Environments conducive to learning • Rates of satisfaction with academic areas, academic support services, and institutional resources (NSSE, FSSE, SSI)
<p>Student Success: Promote student centered and culturally enriched environment which fosters student success</p>	<ol style="list-style-type: none"> 1. Prepare students for careers in their chosen field 2. Provide a student centered environment conducive to success 3. Promote a culturally enriched environment 	<ul style="list-style-type: none"> • Graduate and Employer surveys • Rates of student engagement in campus life (NSSE, FSSE) • Quantity and quality of event sponsorships and student, staff, faculty participation in multicultural—activities, clubs, courses, and projects • Rates of student engagement (NSSE, FSSE)

Core Theme	Objectives	Indicators of Achievement
<p>Inclusive Partnerships: Partner with external entities to enhance and expand learning experiences</p>	<ol style="list-style-type: none"> 1. Use external partnership input to develop or enhance programs or disciplines 2. Expand students' collaborative/external learning experiences 3. Through partnerships stimulate economic development of our region 	<ul style="list-style-type: none"> • Creation of advisory boards • Programs meet state and national accreditation standards • Programs or disciplines require collaborative/external learning experiences • Number of successful external and applied research projects • Amount of external funding—grants, contracts, materials, equipment and scholarship for MSUN

1.5 Areas of Commonality

Montana State University Northern shares areas of commonality with other units of the Montana University System in a number of academic and outreach endeavors. As a Carnegie classed Baccalaureate College with diverse fields, MSUN has certificate of applied science, associate of applied science, AS and AA degree authorization in addition to BA and BS and Masters degree authorizations. MSUN shares the teacher education preparation role along with a technical role for two-year programming in specialty fields similar to colleges of technology and community colleges. Technology degrees with focus on the trades and industry provide a unique niche for MSU Northern.

1.6 PEER INSTITUTIONS

MSU Northern, using the IPEDS system, has identified a set of regional peer institutions with similar profiles, and collects data for institutional comparisons of such basic features as tuition rates, expenditure levels by category, student-faculty and faculty-staff ratios. MSUN conducts other institutional comparisons relying on data and information from the member universities of the American Association of State Colleges and Universities (AASCU).

2.0 ACADEMIC PROFILE

Programs: Two Certificate programs, Twelve 2-Year programs, Fifteen Bachelors degree programs, Two Masters degree programs; Five totally online degree programs. Degrees: A.A.S., A.S., A.A., A.D.N., B.A.S., B.S., B.A., M.E., M.S.E.

Majors: Over 40 majors in Arts and Sciences, Agriculture, Business, Engineering Technology, Education, and Nursing.

Top Majors: Nursing, Diesel Technology, Elementary Education, Business, Counselor Education (Masters), and Instruction & Learning (Masters)

Minors: 17

Enrollment: 1,245

Residence Halls: Two, housing 277 students

Athletic Teams: Seven, for both men and women

Technology and Instruction: MSUN has completed the transition to Desire2Learn (D2L) for the delivery of all online and hybrid course content. We have recently added Quality Matters (QM) to the training portfolio for all of our faculty using D2L and other technologies in their coursework.

There are currently three degree programs available completely online:

- BS in Business Administration
- BS in Criminal Justice
- BS in Nursing

Numerous other courses and programs offer the Hybrid format for course delivery.

2.1 ACADEMIC OFFERINGS

Associate of Applied Science Degree (AAS)

Agricultural Mechanics Technology
Agricultural Technology
Automotive Technology
Automotive Technology: Fast Track Option
Civil Engineering Technology
Design Drafting Technology
Diesel Technology
Electrical Technology
Plumbing
Sustainable Energy Technology*

Associate of Arts (AA)

Program of Study in General Education

Associate of Science Degree in Nursing (ASN)

Nursing

Associate of Science Degree (AS)

Program of Study in Business

Bachelor of Arts Degree (BA)

Community Leadership

Graphic Design

Liberal Studies

Bachelor of Science Degree (BS)

Agricultural Operation's Technology

Automotive Technology

Biology

Business Administration

Civil Engineering Technology

Criminal Justice

Diesel Technology

Diesel Technology: Equipment Management Option

Diesel Technology: Field Maintenance Option

Health Promotion

Bachelor of Science in Education (BSEd)

Elementary Education (K-8)

Future BSEd Degrees (Fall 2015)

Health and Physical Education (K-12)

Secondary Education: General Science (5-12)

Bachelor of Science in Nursing (BSN)

Nursing

Certificates of Applied Science (CAS)

Automotive Technology

Welding Technology

Master of Education Degree (MEd)

Counselor Education

Master of Science Degree (MS)

Instruction and Learning

2.2 CLASS SIZE ANALYSIS, STUDENT TO FACULTY RATIO

Class Size	Section Count
2-9	64
10-19	95
20-29	50
30-39	20
40-49	2
50-99	2
100+	0
Total	233

Average Age of Students

Undergrad	24.60
Grad	37.95
All	25.49

Student/Faculty ratio									
Fall 2005	Fall 2006	Fall 2007	Fall 2008	Fall 2009	Fall 2010	Fall 2011	Fall 2012	Fall 2013	Fall 2014
14:1	13:01	12:01	12:01	15:01	14:01	14:01	13:01	15:01	14:1

2.3 Faculty by Rank

Faculty Type	Headcount	% FT	FTE	%Female
Professor	19	100.00%	19	21.05%
Associate	14	100.00%	14	35.71%
Assistant	21	100.00%	21	42.86%
Non Tenure Track	38	18.42%	22.5	42.11%
Research	2	100.00%	2	0.00%
Total	94		78.5	

2.4 Faculty Productivity

Pending research report, "Delaware Study of Instructional Costs and Productivity"

3.0 STUDENTS

3.1 Student Characteristics and Student Services

Freshman ACT/SAT Scores, Fall 2014						
ACT Comp	<18	18-20	21-24	25-29	>= 30	TOTAL
Number	55	55	43	16	0	169
Percent	32.54%	32.54%	25.44%	9.47%	0.00%	100%
SAT	<870	870-950	951-1110	1111-1339	>=1340	TOTAL
Number	8	8	5	7	0	28
Percent	28.57%	28.57%	17.86%	25.00%	0.00%	100%

Fall 2014 Freshmen Requiring Remediation by Subject

	Writing	Math	Both	New Freshmen*
Percent	72.41%	67.34%	60.25%	52.91%

*Percent of total freshmen that are new

***Projected Enrollment for Fall 2014 is 1,245 students**

	<u>2009</u>	<u>2010</u>	<u>2011</u>	<u>2012</u>	<u>2013</u>
Undergraduate Students					
In State	1011	1041	1037	1025	1072
Out of State	29	26	23	32	38
WUE	91	95	92	92	98
Excess Capacity	18	18	12	15	10
Total Undergraduates	1149	1180	1164	1164	1218

	<u>2009</u>	<u>2010</u>	<u>2011</u>	<u>2012</u>	<u>2013</u>
Post Baccalaureate Students					
In State	50	56	52	48	39
Out of State	1	3	1	2	0
WUE	0	0	1	0	0
Excess Capacity	0	0	0	0	0
Total Undergraduates	51	59	54	50	39
Graduate Students					
In State	71	64	55	68	77
Out of State	1	1	0	0	0
WUE	0	0	0	0	0
Excess Capacity	0	0	0	0	0
Total Graduates	72	65	55	68	77
Total Students	1272	1304	1273	1282	1334

* Projected Enrollment for Fall 2014 is 1,245 students.

DECLARED MAJOR	# of Students	F	M
Agricultural Mechanics Tech	10		10
Agricultural Operations Tech	29	8	21
Agriculture Technology	17	6	11
Applied Science	2	2	
Automotive Tech Fast Track	4	1	3
Automotive Technology	43	5	38
Biology	30	19	11
Business Administration	109	67	42
Business Technology	1		1
Community Leadership	18	12	6
Computer Engineering Tech	2		2
Computer Information Systems	5	1	4
Counselor Education	40	31	9
Criminal Justice	70	34	36
Degree Seeking Undecided	74	29	45
Design Drafting Technology	2	1	1
Diesel Tech: Equipment Mgmt	9	2	7
Diesel Technology	163	8	155
Diesel Technology:Field Maint	12		12
Educ, Instruction, & Learning	2	1	1
Electrical Technology	27		27
Elementary Education (K-8)	49	43	6
Eng Tech: Civil Engineer Tech	20	1	19
GM Unmatriculated	28	18	10
Graphic Design	14	11	3
Health & Physical Educ (K-12)	7	2	5
HPE: Health Promotion	30	12	18
Industrial Technology	6		6
Learning Development	10	7	3
Liberal Studies	7	4	3
Non-Degree GR	3	3	
Non-Degree UG	24	12	12
Nursing	137	120	17
OPI Drivers Ed	1	1	
Plumbing	12		12

DECLARED MAJOR	# of Students	F	M
Pre-Elementary Education (K-8)	56	47	9
Pre-Health & Phys Educ (K-12)	3		3
Pre-Sec Ed: Industrial Tchnlgy	2		2
Pre-Sec Ed: Social Sci (5-12)	1		1
Pre-Nursing ADN	63	55	8
Program of Study in Business	29	22	7
Program of Study in Gen Ed	45	24	21
Sec Ed: English (5-12)	5	4	1
Sec Ed: General Science (5-12)	1		1
Sec Ed: Industrial Technology	1		1
Sec Ed: Social Sci.-BF (5-12)	4	1	3
Sustainable Energy Technology	1		1
Teacher Education Re-certify	4	2	2
Welding	13		13

Fall 2013 Headcount Enrollment by Demographic Variables				
	UG	Grad	Total	Percent
Total	1250	84	1334	100.00%
Male	629	17	646	48.43%
Female	621	67	688	51.57%
Hispanic	21	0	21	1.57%
African American	18	0	18	1.35%
American Indian*	132	14	146	10.94%
Asian	18	0	18	1.35%
Native Hawaiian/Pacific Islander	2	0	2	0.15%
White	960		960	71.96%
Two or more races	7	0	7	0.52%
International	15	1	16	1.20%
Unknown	77	6	83	6.22%
Average Age	24.6	37.61	25.49	--
Resident	1104	84	1188	89.06%
WUE	98	0	98	7.35%
Nonresident	48	0	48	3.60%
Full Time	917	1	918	68.82%
Part Time	333	83	416	31.18%

LEVEL	PART TIME				FULL TIME				Men	Women	Total
	Men	Women	N/A	Total	Men	Women	N/A	Total			
Undergraduate Students											
Freshman	28	35	0	63	222	116	0	338	250	151	401
Sophomore	6	24	0	30	117	71	0	188	123	95	218
Junior	11	26	0	37	75	71	0	146	86	97	183
Senior	29	84	0	113	109	103	0	212	138	187	325
Total Undergraduates	74	169	0	243	523	361	0	884	597	530	1,127
Postbaccalaureate Students											
Postbaccalaureate	7	20	0	27	2	6	0	8	9	26	35
Nondegree Graduate	0	2	0	2	0	1	0	1	0	3	3
Total Postbaccalaureates	7	22	0	29	2	7	0	9	9	29	38
Graduate Students											
Graduate Masters	23	54	0	77	0	3	0	3	23	57	80
Total Graduates	23	54	0	77	0	3	0	3	23	57	80
TOTAL STUDENTS	104	245	0	349	525	371	0	896	629	616	1,245

Residency Status

Student FTE by Residency & Level	Fall 2009	Fall 2010	Fall 2011	Fall 2012	Fall 2013	Fall 2014
Resident						
Undergraduate	868.87	898.27	894.87	882.47	894	842.4
Graduate	41.08	39.17	32.92	41.17	46.92	47.67
TOTAL RESIDENT FTE:	909.95	937.44	927.79	923.64	940.92	890.07
Non-Resident						
Undergraduate	44.67	45.33	36.27	42.13	44.47	54.2
WUE	95.13	94.33	90.67	92.6	95	92.93
Graduate	0.5	0.75	0.5	0	0	0
TOTAL NONRESIDENT FTE:	140.3	140.41	127.44	134.73	139.47	147.13
TOTAL FALL FTE	1050.25	1077.85	1055.23	1058.37	1080.39	1037.2

3.2 GRADUATION RATES

Degrees Awarded by Type	F09	F10	F11	F12	F13	F14
Certificate	4	10	5	6	9	3
Associate	99	80	131	110	115	110
Bachelors	153	130	142	139	123	161
Masters	28	12	36	10	27	13
Total Degrees Awarded	284	232	314	265	274	287

Undergraduate Degrees Awarded by College, 2013-14		
College/Department	Number	Percent
Agriculture	25	9.03%
Arts	12	4.33%
Business	20	7.22%
Education, Health & Human Development	51	18.41%
Engineering/Technology	72	25.99%
Letters and Sciences	14	5.05%
Nursing	83	29.96%
Total	277	100%

Graduate Degrees Awarded by College, 2013-14

Education	10	100%
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3.3 Student Satisfaction and Student Learning

MSU Northern measured student satisfaction with two approaches: (1) Noel-Levitz Student Satisfaction Survey and (2) ASMSUN Self Study using Survey Monkey. The response rate for the ASMSUN survey was quite high (N=326) for surveys of this type (28% of the undergraduate student enrollment). The Noel-Levitz Survey response was low (N=54) likely due to Banner Portal use for respondents. Nonetheless, both surveys were useful to the institution. When comparisons were made to previous surveys, there was a gain in satisfaction over five years. When students were asked about their overall experience at MSUN, 62% rated good to excellent. **91% of current students were satisfied with their overall education experience at MSUN.**

3.4 Enrollment trends, projections, and challenges

Student Headcount by New Student Status						
	Fall 2009	Fall 2010	Fall 2011	Fall 2012	Fall 2013	Fall 2014
First-time Freshmen	257	255	228	199	200	207
New Transfer Students	160	146	173	148	167	120
First-time Undergrad Student						
First-time Graduate Student	5	8	9	17	19	13
First-time Non Degree	9	9	12	11	0	7
Total New Students	431	418	422	375	386	347

The greatest challenges for MSUN are recruitment of new students and retention of current students. Various strategies are being implemented to support both initiatives. Among those are increased one-on-one communication from faculty and staff to our students, additional developmental courses, increased use of tutors, increased Library hours and support staff, and new technical support programs, including, Degree Works, Early Alert systems, enhanced email communication strategies, and upgraded computers throughout campus.

3.5 Student Finances

Tuition and fees at MSUN are the lowest in the state for peer institutions, and remain low relative to peer states (approximately \$5,267 compared to the WICHE state average of \$10,920 for universities in our Carnegie class). Montana as a state, however, ranks near the bottom in the amount of needs-based funding provided, which adversely impacts most of our students. Approximately 30% of MSUN students qualify for Federal Pell Grants. MSUN's Financial Aid Office is among the statewide models for addressing the financial needs of our students. MSUN's default rate is among the lowest in the state and less than half the national average.

4.0 PUBLIC OUTREACH, RESEARCH, & TECHNOLOGY TRANSFER

MSU Northern delivers programs to two outreach sites/branch campuses in Lewistown and Great Falls, as well as online.

Degrees offered in Great Falls:

- Elementary Education (K-8), BSEd
- Nursing, ASN
- Business Administration, BS
- Counselor Education, MEd

Degrees offered in Lewistown:

- Nursing, ASN

Program of Study in General Education, AA

4.1 Outreach Programs

As an integral part of the MSUN multi-faceted mission, the Extended University serves hundreds of clients through self-support programs such as “Cabin Fever,” the Montana Environmental Training Center and the statewide mission for Montana Motorcycle Rider Safety. The MMRS program has over 1,500 participants annually. Continuing Education credit and non-credit courses are offered statewide to educators and other clients annually.

4.2 Funded Research Program Profile

Although MSU Northern is not a research institution, the past several fiscal years have resulted in over 13 million dollars in grant funded and other externally supported projects such as WIRED, MSUN Bio-Energy, Department of Energy and Department of Agriculture Bio-Fuel projects, TAACCCT and SWAMMEI. These activities often include valuable indirect support to the institution in addition to equipment acquisitions helpful to the primary mission of MSUN, educating our students. Considerable external support is directed to the technical programs in COTS, including the Bio-Energy Center, automotive manufacturing training programs (e.g., Toyota, Ford, and GM), auto and diesel mechanical programs (BNSF, GE, Modern Machinery, Kiewit, and the Washington Group. Relationships have been established with Hino of Japan, and local Montana companies for Bio-Diesel fuel research.

The fund drive to provide MSUN’s share of the construction costs for a new 7,000 sq. ft. Auto/Diesel Technology Center has already generated more than \$3.15 million from generous corporations and local banks and the Montana State Legislature has pledged \$4.9 million to this project. “Friends of MSU Northern” and the MSUN Foundation are actively pursuing the remaining \$4.9 million need to complete this \$9.5 million project.

5.0 SYSTEM COLLABORATION

5.1 Collaborations with K-12 School Districts

Collaborations with the area K-12 school districts is one of the key features of our education program. Without their help and collaboration, the education degree programs would not be possible. A number of MSUN’s faculty members have collaborated with Havre High School faculty members (many of them MSUN graduates) to team teach dual credit classes. This collaboration has been very successful and continues to expand.

5.2 Program Partnerships

MSUN also works closely with the area tribal colleges to make a seamless transition for the students transferring into our programs. Northern has a number of articulation agreements with the area tribal colleges to facilitate this transition, and is offering tutorial sessions to assist tribal college students with the entrance exams into some of our programs.

5.3 Participation in System Initiatives

MSU Northern has been an active participant in the Common Course Numbering (CCN) and Faculty Learning Outcomes Councils (FLOCS) initiatives. MSUN has been an active participant in the College Now! (MOA) project as well as internal MSU Integration initiatives. Synergy has been captured for such projects as common calendars, faculty evaluation, on-line learning platform (D2L), Degree Works, and other Banner projects.

Our participation on system-wide and statewide initiatives includes: Performance-based Funding, Complete College Montana (Complete College America-CCA), Main Street Montana, Veteran Student Support and Success, Financial Literacy, Affordability and Financial Aid, General Education, Developmental Education, EPSCoR/ Institute on Ecosystems, TAACCCT Grants (Trade Adjustment Assistance Community College And Career Training Grants), SWAMMEI Grants (Strengthening Workforce Alignment in Montana's Manufacturing and Energy Industries), STEM initiatives, Enterprise Information System, Enhanced Two-way Video Systems for Instruction, Montana Environmental Training Center, and the Montana Motorcycle Rider Safety Training Program.

5.4 Support for Campuses Affiliated with the University

The entire administrative system of the MSU campuses involves active collaboration among each of the campuses. With MSU as our flagship campus, and under the excellent leadership of President Cruzado and her outstanding team, the collective progress to date would not have been possible without the contributions from Northern, Great Falls, Lewistown, and Billings.

5.5 Support/Collaboration with other campuses and colleges

MSUN has a considerable number of Articulation Agreements with institutions in the region and across the U.S. Montana Tribal colleges articulate a wide variety of programs into MSUN, as well as the community colleges and two-year colleges in the region.

6.0 OPERATING BUDGET

A complete budget report for MSUN (33 pages) can be found at:

http://mus.edu/data/operating_budgets/FY15/MSU-NorthernRollupFY15.pdf

	FY10	FY11	FY12	FY13	FY14	FY15
EXPENDITURES PER STUDENT	Actual	Actual	Actual	Actual	Actual	Budgeted
MSU Northern	\$12,269	\$12,371	\$12,360	\$12,399	\$13,186	\$13,643