

MINUTES

**MONTANA HOUSE OF REPRESENTATIVES
53rd LEGISLATURE - REGULAR SESSION**

JOINT SUBCOMMITTEE ON EDUCATION & CULTURAL RESOURCES

Call to Order: By Chairman Royal Johnson, on January 18, 1993,
at 8:05 a.m.

ROLL CALL

Members Present:

Rep. Royal Johnson, Chair (R)
Sen. Don Bianchi, Vice Chair (D)
Rep. Mike Kadas (D)
Sen. Dennis Nathe (R)
Rep. Ray Peck (D)
Sen. Chuck Swysgood (R)

Members Excused: none

Members Absent: none

Staff Present: Taryn Purdy, Legislative Fiscal Analyst
Skip Culver, Legislative Fiscal Analyst
Doug Schmitz, Office of Budget & Program Planning
Amy Carlson, Office of Budget & Program Planning
Curt Nichols, Office of Budget & Program Planning
Jacqueline Brehe, Committee Secretary

Please Note: These are summary minutes. Testimony and
discussion are paraphrased and condensed.

Committee Business Summary:

Hearing: HIGHER EDUCATION
Executive Action: NONE

HEARING ON HIGHER EDUCATION

Tape No. 1:A:000

Mr. Bill Mathers, Chairman of the Board of Regents, testified on the position of the Regents in regard to the university system. He stated that the Regents were well aware of the financial conditions of state government and that substantial reductions are needed in the university system as well as elsewhere. He noted that large reductions had been taken in the past beginning in 1980. Some improvement had been made in the 1991 session, but those improvements were lost in the two special sessions that followed. The Regents had replaced some of the loss through a

tuition increase. **Mr. Mathers** continued that the budget the university system was presenting would allow the Regents to maintain excellence while still providing the opportunity for a postsecondary education to Montana students.

Mr. Mathers made mention of the suggestion to abolish the Office of the Commissioner of Higher Education and replace the position with an executive secretary. He felt this idea was a huge mistake and would only result in more problems. A centralized function is necessary for a university system of this size. He emphasized that the Regents had labored hard to make the six universities, five vo-tech centers and three community colleges into a true system. The commissioner was the head of the system and all budget requests to the legislature were made through him. He added that this reduced competition and lobbying by the individual units. He concluded that abolishing the Office of the Commissioner of Higher Education would be a step backwards.

John Hutchinson, Commissioner of Higher Education, distributed a copy of the agenda for the Board of Regents meeting on January 21 and 22 and invited the committee to attend. **EXHIBIT 1** **Dr. Hutchinson** began his written testimony, **EXHIBITS 2 AND 3**, by making four key points. He first stressed that the higher education community understood the financial problems which the state is facing and wanted to be part of the solution to these problems. He then emphasized the commitment of the Regents to preserving the quality of education in Montana while providing educational opportunities to as many residents as possible. Thirdly, he said his office would work cooperatively with the legislature and the executive to seek a responsible level of funding. Lastly, he reminded the committee that education is human infrastructure and should be at the top of the legislature's priority agenda.

Dr. Hutchinson continued by reviewing the current budget picture. He explained the Regents' commitment to quality and the 12 step plan to insure that commitment, and the budget request of the Board of Regents. He clarified issues concerning administrative overhead, duplication and course credit transfers. **EXHIBITS 2, 4 and 5**

Rod Sundsted, Associate Commissioner for Fiscal Affairs, presented testimony on the comparison of differences between the Regents' budget, the LFA budget and the executive budget. He highlighted significant issues rather than reviewing the budgets item by item. **Mr. Sundsted** began with the current level base differences for the six units. The formula budget was established through a formula developed by an interim committee in 1987 and 1988. The formula is enrollment driven with the enrollment based on the last two years' actual enrollment. Faculty/student ratios and faculty salary amounts are then utilized so that one can determine from the formula the number of faculty needed, the cost of each faculty and also a current level amount.

Mr. Sundsted noted that the OBPP has rebased the formula to incorporate the reductions of the last special session. He said he believed OBPP actually went beyond that figure. The executive budget was approximately \$20 million below the LFA budget. In addition to this, the executive is calling for \$25 million in reductions. The increase in the number of students in the executive budget would add to the loss in general fund support. The executive budget also only funds the fee waivers and scholarships at 60% of previous levels.

As a second issue **Mr. Sundsted** emphasized that the thrust of tuition indexing was to maintain the quality of education which is why additional funds need to remain on the campuses. The governor's proposal incorporates the tuition figures but uses them to offset general fund obligation. In the governor's proposal in FY93 the general funds supplies 60% of the cost of education. In FY95 this would drop to 40%.

The third issue which **Mr. Sundsted** presented was the restoration of pre-special session funding.

Mr. Sundsted indicated that the last legislative session requested information on faculty/student ratios at the various vo-tech centers. He will be presenting that information along with the work they have done on equity agreements for a salary scale at the vo-techs. He stated the additional FTE at the community college satellites had been omitted in the original budget submission so that the LFA budget is understated. Correct numbers will be supplied.

Mr. Sundsted noted issues in the Office of the Commissioner of Higher Education include minority achievement and three non-general fund modifications which involve expansion of programs or additional federal funds for such programs as the Guaranteed Student Loan Program and Talent Search.

Questions from the Subcommittee and Responses:

SEN. DON BIANCHI asked how much money would be saved if all 195 administrators identified by the commissioner were removed. **Dr. Hutchinson** replied that he will present an exact figure on that scenario within the week. However, even using personal services of \$70,000 as a conservative figure, the savings would be substantially lower than what many believe is the administrative cost. **REP. RAY PECK** asked what the total request was for all the mods listed on E36 and E37 in the LFA budget analysis. **Mr. Sundsted** answered that the general fund amount including restoration of special session amounts to the six units, the vo-tech centers, the research matching funds and the community colleges minority achievement would be approximately \$5.8 million in FY94 and \$5.4 million in FY95.

REP. PECK said he felt tuition indexing was on the right track. He asked, however, how one could justify setting aside so many

slots for non-residents when the possibility existed of turning away Montana students. **Dr. Hutchinson** said it was possible with a limited number of slots for Montana students and with open slots for non-residents, that some residents might not get in. The major mechanism for dealing with this potential difficulty is to place a limitation on non-resident enrollment while setting enrollment figures for Montana students that maintain current access. He emphasized that if the system received the requested pre-special session level of funding and other requests, it would keep access open to Montana students.

REP. PECK asked if there was a tuition differential for non-residents in the graduate programs. **Dr. Hutchinson** replied that at present there wasn't, but his office will be examining this issue in the next several months.

REP. MIKE KADAS asked for **Mr. Mathers'** reaction to the proposal to consolidate the duties of the OCHE under the two presidents of UofM and MSU. **Mr. Mathers** said he would question whether it would save any money or improve the quality of education in the system. The centralization improves efficiency of the system and the proposal would actually increase costs. When **REP. KADAS** asked how the proposal would increase costs, **Mr. Mathers** explained that there would be a duplication of effort with two presidents vying for position before the legislature. He added he felt when he first came on the board that the proposal had merit, but now believed there would be no substantial savings, increase in efficiency or gain in quality of education.

REP. KADAS asked for **Mr. Mathers'** reaction to the criticism that there were too many administrators. **Mr. Mathers** explained that when the report comes back from the consulting group mentioned by **Dr. Hutchinson**, the regents will have appropriate data on which to base their decisions in a systematic manner. If there are too many administrators, the numbers will be reduced. **Dr. Hutchinson** added the fresh perspective of the report will be useful. The report may be in as early as February 15, but is scheduled for March 1.

In reply to **SEN. BIANCHI**, **Dr. Hutchinson** said the consulting firm would look at structural changes including the OCHE, evaluating the effect of increasing and decreasing centralization. **SEN. BIANCHI** asked how much money could be saved through graduate tuition indexing and requested **Dr. Hutchinson** to supply figures to the committee. **Dr. Hutchinson** answered that **CHAIRMAN JOHNSON** had requested his office develop cost estimates for the suggestions proposed by the current executive budget. The office will supply the data including figures related to the graduate program within the next week or two.

SEN. DENNIS NATHE asked if the study of administration which is under way will address the historical perspective of growth in the OCHE. He was especially interested in knowing if there was a reduction in costs at the units as more programs were

centralized. **Dr. Hutchinson** replied that historical information had been supplied to the consulting firm. He added that when Commissioner Pettit started, he had 20 professional and classified employees on general fund. Presently there are 15.05 FTEs on general fund in the OCHE. The office has actually reduced their FTEs while increasing responsibilities.

Tape 2:B:000

REP. PECK noted that the definition of an administrator given in **Dr. Hutchinson's** testimony was too general and that too many gray areas still exist to make an accurate comparison to track administrative costs. He suggested **Dr. Hutchinson** supply a more precise definition to the committee and possibly consider it for inclusion in the bill for future guidance. **Dr. Hutchinson** said he agreed that a common definition was needed and that his office would submit this definition to the committee for its review or revision. He cautioned that one has to look at the administrators almost case by case. As an example, some employees listed as directors have no employees to supervise.

REP. KADAS asked if any work had been done on enrollment trends regarding population changes or high school graduation rates for the next five to 10 years. **Dr. Hutchinson** explained that two years ago his institutional research officer did a comprehensive assessment of high school graduates. The numbers are expected to increase until the end of the century at which time they will start to decline. He cautioned that it was difficult to translate this data into projections for higher education because of the impact of life-long learning. He added he would supply the data to the committee.

Regarding the structure of higher education in Montana, **REP. KADAS** asked if the present mix of institutions was appropriate for Montana's population and the type of educational needs which will be seen in the next decade. **Mr. Mathers** noted that when the higher education system was begun years ago, it might have been better if there had not been so many campuses. Presently, however, the people of Montana are being well served with good accessibility. Northern Montana College serves a real need for the residents of northern Montana, while Western Montana College at UofM provides teachers for rural Montana. He added that it is unlikely that the present system can be changed substantially since each unit does serve a unique purpose. **Dr. Hutchinson** added that regionally, South Dakota, North Dakota and Idaho also have a large number of higher education institutions compared to population and this reflects the desire of the early populace to have educational facilities nearby. He noted that some have suggested having only one or two units, but Wyoming, which has only one unit, spends twice as much money per student as Montana does. They are also moving to a model closer to Montana's because of access needs.

Dr. Hutchinson noted that he recently received information that

the national experience with mergers has been that they produce no savings at all and often can be detrimental. He said two changes which should be looked at closely in Montana are the increasing role of community colleges and the development of a consortium consisting of the Department of Labor, the Department of Commerce and higher education to better plan higher education programs so the mix meets the needs of Montana's workforce in the future.

REP. KADAS asked how the higher education system will react if the legislature accepts Governor Racicot's proposal eliminating \$40 million and not increasing tuition. **Dr. Hutchinson** replied that a \$40 million reduction would be devastating to the system. He added that the Board of Regents would be meeting this week and will probably be examining that issue and directing the OCHE office to do some analysis of how the system might respond to the possibility. He said that his office will be responding to **CHAIRMAN JOHNSON'S** directive to supply estimates of savings that could be achieved with Governor Racicot's suggestions.

REP. KADAS asked if the commissioner's office would be responding to the request from OBPP for a program priority list. **Dr. Hutchinson** answered that they will begin doing that this week although it is a difficult task because of the size and complexity of the system. **REP. KADAS** strongly urged **Dr. Hutchinson** to do so because it was better to make the reductions with the help and advice of the agencies than to just cut a set amount from the budget without that input. **Dr. Hutchinson** agreed with **REP. KADAS** and said that the Board of Regents will probably direct his office to respond to the large reduction mentioned in Governor Racicot's amended budget.

In response to **SEN. BIANCHI**, **Mr. Mathers** said that a line item approach to reductions was more desirable and more logical than a "lump sum" reduction.

REP. PECK asked if one of the outcomes of tuition indexing will be increasing enrollments at community colleges. **Dr. Hutchinson** responded that if the tuition indexing did not provide enough accessibility, it would drive students to the community colleges, increasing their need for additional funding. He added that community colleges are able to educate students more cost effectively at that level. He noted, however, that the community colleges are near their enrollment capacity.

CHAIRMAN JOHNSON referred to Montana's Commitment to Quality Program, **EXHIBIT 3**, and asked if the academic program review of low productivity or low enrollment programs had commenced. **Dr. Hutchinson** replied that the Board of Regents had approved the Commitment to Quality Program at the December meeting and the program will be initiated soon. He added that many of the components of the Commitment to Quality Program would be instituted regardless of the funding issue, including the Academic Program Review.

In response to **CHAIRMAN JOHNSON**, Dr. Hutchinson explained that the Board of Regents had originally intended to come to the legislature asking for about \$38 million in new funding. With the worsening of the budget crisis, the regents revised their request to \$2.8 million in new money. He added that with the money generated from tuition indexing and the \$2.8 million the system will be able to continue functioning.

Mr. Mathers cautioned that local taxpayers in the districts where community colleges are located carry a larger tax burden to support those institutions than taxpayers in other districts.

Curt Nichols, OBPP, noted that the current executive base, prior to the \$25 million reduction, was at or slightly above the level expended in the current biennium both in total dollars and on a per student basis. The \$20 million difference is between using the peer institutions to drive the next year or using current level base. He added that a portion of the general fund reduction of \$25 million could be offset with tuition. The net real reduction is less than \$12 million in the biennium.

ADJOURNMENT

Adjournment: 10:15 a.m.



REP. ROYAL JOHNSON, Chair



JACQUELINE BREHE, Secretary

jb/

HOUSE OF REPRESENTATIVES

EDUCATION

SUB-COMMITTEE

ROLL CALL

DATE

1-18

NAME	PRESENT	ABSENT	EXCUSED
REP. ROYAL JOHNSON, CHAIRMAN	✓		
SEN. DON BIANCHI, VICE CHAIRMAN	✓		
REP. MIKE KADAS	✓		
SEN. DENNIS NATHE	✓		
REP. RAY PECK	✓		
SEN. CHUCK SWYSGOOD	✓		

**BOARD OF REGENTS
A G E N D A**

EXHIBIT 1
DATE 1-18-93
SB _____

THURSDAY, JANUARY 21, 1993

MONTANA HIGHER EDUCATION BUILDING
CONFERENCE ROOM
2500 BROADWAY
HELENA, MONTANA

NOTE: The State Board of Education meeting has been canceled and will be rescheduled at a later date.

1:00 p.m. I. ROLL CALL

II. APPROVAL OF MINUTES

A. December 10-11, 1992 Meeting

III. MONTANA UNIVERSITY SYSTEM BUDGET DISCUSSION

A. Governor Marc Racicot and Budget Director Dave Lewis

B. Comparative Report - Regents/Executive/LFA Budget

C. Discussion - Executive Budget Recommendations

3:30 p.m. IV. CONSENT AGENDA

A. Staff Items

Item 78-100-R0193	<u>Staff: University of Montana</u>
Item 78-200-R0193	<u>Staff: Montana State University</u>
Item 78-300-R0193	<u>Staff: Agricultural Experiment Station</u>
Item 78-400-R0193	<u>Staff: Extension Service</u>
Item 78-500-R0193	<u>Staff: Montana College of Mineral Science and Technology</u>
Item 78-600-R0193	<u>Staff: Western Montana College of the University of Montana</u>
Item 78-700-R0193	<u>Staff: Eastern Montana College</u>
Item 78-800-R0193	<u>Staff: Northern Montana College</u>
Item 78-900-R0193	<u>Staff: Office of the Commissioner of Higher Education</u>

Item 78-7500-R0193 Staff: Billings Vocational-Technical Center
Item 78-9000-R0193 Staff: Helena Vocational-Technical Center
Item 78-9500-R0193 Staff: Missoula Vocational-Technical Center

B. Capital Construction Items

Item 78-202-R0193 Authorization for Montana State University to transfer ownership of the MSU Extension Service quonset (Serial Number 229341) located in Scobey, Montana, to Daniels County

3:40 p.m. V. CONCURRENT COMMITTEE MEETINGS (Separate committee agendas attached)

- A. Academic and Student Affairs Committee (Conference Room 102A)
- B. Administrative Committee (Library - Room 167)
- C. Budget Committee (Conference Room 102B)

- R E C E S S -

**5:30 p.m. RECEPTION - John and Patti Hutchinson's home
1510 Winne Avenue**

**BOARD OF REGENTS
A G E N D A**

FRIDAY, JANUARY 22, 1993

MONTANA HIGHER EDUCATION BUILDING
CONFERENCE ROOM
2500 BROADWAY
HELENA, MONTANA

8:00 a.m. I. EXECUTIVE SESSION

9:00 a.m. II. COLLECTIVE BARGAINING (Presidents and Directors)

— RECONVENE —

(CONTINUATION OF REGULAR BUSINESS BEFORE THE BOARD)

9:30 a.m. III. COMMITTEE REPORTS

A. Academic and Student Affairs Committee

B. Administrative Committee

C. Budget Committee

IV. OLD BUSINESS

A. Administrative Study Interim Report - Denis Curry, MGT of America, Inc.

V. NEW BUSINESS

A. Phillips County Local Government Severance Tax Suit

B. Insurance Report

C. Update - Minority Achievement Plans (UM, MSU, EMC, WMC, NMC, Tech)

VI. COMMISSIONER'S REPORT

VII. CAMPUS REPORTS

VIII. STUDENT REPORTS

ADJOURN Next meeting scheduled March 25-26, 1993, in Kalispell, Montana

**ADMINISTRATIVE COMMITTEE
A G E N D A**

THURSDAY, JANUARY 21, 1993

LIBRARY - ROOM 167
3:40 P.M.

I. POLICY ITEMS

Submission Agenda:

- A. Item 20-002-R0478 Leave-Without-Pay; Montana University System (REVISED 801.3)
- B. Item 63-7005-R0589 Department of Administration; Personnel Policies Adopted, Vocational Technical System (REVISED) 730.3.1)

Action Agenda:

- A. Item 26-016-R0380 Employment Contract; Professional and Administrative Employees; Montana University System (REVISED)
- B. Item 43-004-R0484 Department of Administration; Personnel Policies Adopted; Montana University System (REVISED 708.1.1)
- C. Item 78-101-R0193 Sale of a Portion of Fort Missoula Property by the University of Montana Foundation for Scholarship Purposes; University of Montana
- D. Item 78-103-R0193 Authority Only Projects; University of Montana

II. OTHER

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**BUDGET COMMITTEE
A G E N D A**

THURSDAY, JANUARY 21, 1993

CONFERENCE ROOM 102B
3:40 P.M.

- A. Item 78-102-R0193 Student Equipment Fee Allocations, University of Montana

- B. Item 78-201-R0193 Authorization to Expend Equipment Fee Allocation for Instructional Purposes, Montana State University

- C. Item 78-301-R0193 Budget Amendments, Agricultural Experiment Station

- D. Item 78-7001-R0193 Fee Refund Schedule, Montana Vocational Technical System

- E. Item 78-8001-R0193 Butte Vo-Tech Supplemental

- F. Non-resident Summer Session Fees

**ACADEMIC AND STUDENT AFFAIRS COMMITTEE
A G E N D A**

THURSDAY, JANUARY 21, 1993

CONFERENCE ROOM 102A
3:40 P.M.

I. ANNOUNCEMENTS

A. Eastern Montana College

Level I change: Implement new minor-- Coaching (non-teaching) (BA) (BS)
Level I change: Delete existing option-- Coaching (teaching/ K-12) (B.S. Ed.)

Action taken: Approved

- (a) reconfiguration of existing courses currently taken in fulfillment of the Coaching option tied to the existing HPE Extended Major (teaching); application of currently required courses and the additional application of an existing elective (HPSS 493: Workshop: Youth Sports - 1 credit) to create a new minor of Coaching (non-teaching) open to both (i) teacher education majors as a supplementary minor, and (ii) to majors outside teacher education.
- (b) deletion of existing option: Coaching (teaching/K-12) (B.S. Ed.)

Resulting Status of Curriculum

Existing related major: Health and Physical Education, Extended Major (K-12) (B.S. Ed.)
Title of new minor: Coaching (non-teaching) (BA) (BS)
Title of deleted option: Coaching (K-12) (B.S. Ed.)

B. Montana College of Mineral Science and Technology

Level I change: Implement new minor-- Environmental Chemistry (BS)

Action taken: Approved

Reconfiguration of existing courses currently taken in fulfillment of BS in Chemistry major; application of selected electives create a new minor for BS in Chemistry major.

Resulting Status of Curriculum

Existing related major: Chemistry (BS)
Title of new minor: Environmental Chemistry

C. Miles Community College

Level I change: Name Change/Titles of Currently Offered Programs

Action taken: Approved

Resulting Status of Curriculum

(a) Was: Medical Secretary
Change/Now: Medical Administrative Assistant

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- (b) Was: Legal Secretary
Change/Now: Legal Administrative Assistant
- (c) Was: Executive Secretary
Change/Now: Executive Administrative Assistant

II. NOTICE OF INTENT AGENDA

- A. Montana College of Mineral Science and Technology
Propose Implementation of New Minor.
Title: Minor in Chemistry (BS).
- B. Miles Community College
Propose Implementation of New One-Year Certificate Program.
Title: Human Services and Juvenile Corrections.

Propose, Upon Implementation of New One-Year Certificate Program in Human Services and Juvenile Corrections, to Delete Existing One-Year Certificate Program.
Title: Farm and Ranch Operations.
- C. Butte Vocational-Technical Center
 - 1. Associate of Applied Science degree in Office Technology
 - 2. Associate of Applied Science degree in Accounting Technology
- D. Helena Vocational-Technical Center - Associate of Applied Science degree in Aviation Maintenance Technology

III. OTHER

- A. Articulation Equivalency Guide
- B. Commitment to Quality
- C. Great Falls Higher Education Committee

OVERVIEW OF HIGHER EDUCATION
Education Subcommittee

EXHIBIT 2
DATE 1-18-93
SB _____

January 18, 1993

A. OVERVIEW OF PRESENTATION:

1. PRELIMINARY REMARKS
2. CURRENT FUNDING PICTURE
3. COMMITMENT TO QUALITY
4. BUDGET REQUEST OF THE BOARD OF REGENTS
5. SOME ADDITIONAL ISSUES (ADMINISTRATION, DUPLICATION, TRANSFER OF CREDIT)
6. COMPARISON OF LFA, EXECUTIVE, REGENTS (ROD SUNDSTED)

B. I SHOULD LIKE TO BEGIN MY REMARKS TODAY WITH FOUR RATHER CRITICAL POINTS THAT WILL SET THE TONE FOR OUR INTERACTIONS WITH THIS LEGISLATIVE COMMITTEE SPECIFICALLY AND WITH THE LEGISLATIVE BODY AS A WHOLE.

1. ASSURANCE - THE HIGHER EDUCATION COMMUNITY UNDERSTANDS FULLY THAT THE STATE IS FACING A VERY SEVERE BUDGET CRISIS. WE UNDERSTAND FURTHER THAT WE MUST BE PART OF THE SOLUTION TO THIS PROBLEM.
2. COMMITMENT - DESPITE THE CRISIS THE STATE FACES, WE HAVE A PROFESSIONAL AND MORAL OBLIGATION TO PRESERVE THE QUALITY OF EDUCATION WHILE ATTEMPTING TO KEEP THE DOORS OF OUR COLLEGES AND UNIVERSITIES OPEN TO AS MANY RESIDENTS AS POSSIBLE.
3. PROMISE - WE WILL ENDEAVOR TO SERVE IN A COOPERATIVE WAY WITH BOTH THE LEGISLATURE AND THE EXECUTIVE TO SEEK A LEVEL OF FUNDING THAT IS BOTH RESPONSIVE TO THE BUDGET CRISIS AND MINDFUL OF OUR OBLIGATION TO THE CITIZENS OF THIS STATE.
4. REMINDER - EDUCATION IS HUMAN INFRASTRUCTURE. WHEN ALL OF THE STATE'S FINANCIAL OBLIGATIONS ARE ARRAYED IN TERMS OF PRIORITY, EDUCATION MUST RANK AT THE VERY TOP OF THE AGENDA.

* WHERE WOULD MONTANA BE WITHOUT ITS SYSTEM OF HIGHER EDUCATION?

- * WE WOULD BE SLAVES OF OTHER STATES TO PROVIDE AN EDUCATED WORK FORCE
- * WE COULD OFFER OUR CITIZENS FEW OPPORTUNITIES FOR PERSONAL GROWTH AND SELF IMPROVEMENT - ENDEAVORS THAT WOULD BE RESTRICTED TO THE WELL-BORN AND WELL-TO-DO
- * MONTANA'S FARMERS AND RANCHERS, MINERS, FORESTERS, AND TEACHERS WOULD BE AT A COMPETITIVE DISADVANTAGE.
- * HEALTH CARE WOULD RIVAL THAT OF THIRD-WORLD COUNTRIES.
- * SCHOOLS WOULD BE UNABLE TO ATTRACT AND RETAIN COMPETENT TEACHERS. (CONSIDER ONE SMALL EXAMPLE - SP/A)

C. THE LAST REGULAR SESSION OF THE LEGISLATURE WAS QUITE GOOD FOR HIGHER EDUCATION AND FOR THAT WE THANK ALL OF YOU. ARGUABLY THE BEST SESSION IN AT LEAST A DECADE.

HOWEVER, HIGHER EDUCATION HAS SUFFERED SOME SIGNIFICANT BLOWS SINCE THE 52ND SESSION (OVERHEAD)^{#2}

1. WHEN ALL FUNDS ARE CONSIDERED, THE PICTURE DOES NOT LOOK PARTICULARLY BLEAK.
2. THE CHANGE IN THE GENERAL FUND IS ALARMING, HOWEVER. (OVERHEAD)
3. IT IS ALSO IMPORTANT TO NOTE WHAT THE IMPACT HAS BEEN ON STUDENTS WITH THE REDUCTIONS IN GENERAL FUND AND THE INCREASES IN TUITION. (OVERHEAD)₃

D. IN THE MIDST OF THIS BUDGET CRISIS, THE REGENTS ASKED THE COMMISSIONER'S OFFICE TO PREPARE A PLAN TO ASSURE THAT THE FUTURE QUALITY OF MONTANA'S HIGHER EDUCATION SYSTEM IS PRESERVED.

1. GROUNDED THEIR REQUEST IN THE WORK OF THE EDUCATION COMMISSION FOR THE 90S AND BEYOND - SPECIFICALLY, THEY RECOMMENDED THE FOLLOWING:

WE RECOMMEND THAT THE LEGISLATURE ADOPT AS STATE POLICY THE FUNDING OF MONTANA INSTITUTIONS AT NO LESS THAN THE AVERAGE OF PEER INSTITUTIONS. IF BUDGET RESTRICTIONS REDUCE THE LEVEL BELOW THE AVERAGE OF THE PEERS, INSTITUTIONS SHOULD BE REQUIRED TO LIMIT NEW ADMISSIONS OR OTHERWISE RESTRICT ENROLLMENTS TO THE POINT NECESSARY TO ENSURE MAINTENANCE OF THE AVERAGE AS A MINIMUM SUPPORT LEVEL. ENROLLMENT REDUCTIONS IN THE SYSTEM SHOULD BE MADE WITHOUT FUNDING PENALTY UNTIL THE SUPPORT LEVEL REACHES THE AVERAGE OF

THE PEER INSTITUTIONS.

2. THE COMMISSIONER'S OFFICE, IN CONCERT WITH THE CAMPUS PROCEEDED TO DEVELOP A PLAN WHICH WOULD HELP OUR UNITS REACH THE RECOMMENDED LEVEL OF FUNDING. THIS PLAN IS NOW CALLED THE "COMMITMENT TO QUALITY" PROGRAM AND ITS 12 PLANKS WERE ENDORSED IN THE DECEMBER MEETING OF THE REGENTS.
3. THE TWELVE PLANKS (OVERHEAD)^{#5}
 - * TUITION INDEXING: RESIDENTS PAY 25% OF THE DIRECT COST OF INSTRUCTION; NON-RESIDENTS, 100%. STATE "SUBSIDY" FOR RESIDENT STUDENTS ONLY. REGENTS HAVE AUTHORITY OVER TUITION EXPENDITURES WHICH WOULD NOT OFFSET GENERAL FUND.
 - * RESIDENCY POLICY: NON-RESIDENTS MAY NOT SERVE 12-MONTH WAITING PERIOD WHILE IN SCHOOL IF CARRYING MORE THAN A HALF-TIME LOAD.
 - * LIMIT WESTERN UNDERGRADUATE EXCHANGE: THE NUMBER OF INCOMING STUDENTS SHOULD BE ROUGHLY EQUAL TO THE NUMBER OF OUTGOING STUDENTS.
 - * ENHANCED ADMISSION STANDARDS - UM, MSU, TECH: MINIMUM ACT SCORE OF 22.
 - * IMPROVED RETENTION STANDARDS: PROBATION IF GPA FALLS BELOW 2.00. SUSPENSION IF RECEIVE TWO SEMESTERS OF PROBATION.
 - * STRICT ENFORCEMENT OF SUSPENSION.
 - * INCREASED ADMISSION STANDARDS BY PROGRAM: IDENTIFY PROGRAMS FOR WHICH SELECTIVE ADMISSIONS ARE NEEDED TO ASSURE QUALITY.
 - * TUITION VOUCHER PROGRAM: STUDENTS WHO HAVE ACCUMULATED OVER 170 CREDIT HOURS MUST PAY NON-RESIDENT RATE.
 - * ADMISSION STANDARDS APPLY TO STUDENTS TAKING > 7 CREDITS; PART TIME STUDENTS TAKING 8 OR MORE CREDITS MUST FULFILL COLLEGE PREPARATORY REQUIREMENTS AND QUANTITATIVE ADMISSION STANDARDS.
 - * IMPROVED ACADEMIC PROGRESSION: EACH CAMPUS IS TO ESTABLISH A COMPREHENSIVE TASK FORCE TO ASSESS AND OFFER RECOMMENDATIONS FOR IMPROVED PROGRESSION.
 - * ACADEMIC PROGRAM REVIEW: ALL PROGRAMS WITH LOW PRODUCTIVITY OR SEVERELY DECLINING ENROLLMENTS MUST UNDERGO COMPREHENSIVE REVIEW WITH AN EYE TO ELIMINATION, CONSOLIDATION, OR ENHANCEMENT.

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- * SYSTEM ENROLLMENT MANAGEMENT: COMMISSIONER IS TO ESTABLISH AN ENROLLMENT MANAGEMENT TASK FORCE TO DEVELOP A PLAN TO IMPROVE FIT BETWEEN ACADEMIC OFFERINGS AND STATE'S WORK FORCE NEEDS AS WELL AS DEVELOPMENT OF COORDINATED EFFORT TO RECRUIT STUDENTS TO PROGRAMS BEST SUITED TO INTERESTS AND NEEDS.

E. ALSO IN THE MIDST OF THIS BUDGET CRISIS, THE REGENTS COMPLETELY REVAMPED THEIR APPROACH TO THE LEGISLATURE.

1. HISTORICALLY, THE CAMPUSES SUBMITTED THEIR BUDGET REQUESTS TO THE COMMISSIONER WHO PASSED THEM ON WITH LITTLE MODIFICATION TO THE EXECUTIVE AND TO THE LEGISLATURE.
2. LAST SPRING, THIS WAS CHANGED IN THAT A SYSTEM BUDGET REQUEST WAS DEVELOPED WHICH EMPHASIZED THE PRIORITIES OF THE REGENTS FOR WHOLE OF HIGHER EDUCATION.
3. THIS PLAN WOULD HAVE REQUESTED SOME \$38 MILLION IN NEW FUNDS, SUBSTANTIALLY BELOW PREVIOUS REQUESTS. HOWEVER, AS THE BUDGET PICTURE WORSENER, THIS PLAN WAS SCRAPPED IN FAVOR OF SOMETHING FAR MORE MODEST.
4. WHILE IT MAY SEEM THAT HIGHER EDUCATION IS UNRESPONSIVE TO THE PLIGHT OF THE STATE, I THINK THE REGENTS HAVE ACTED CONSERVATIVELY AND RESPONSIBLY TO BECOME PART OF THE SOLUTION.

F. THIS BRINGS US TO AN OVERVIEW OF THE REGENTS' BUDGET REQUEST:

1. BREAK INTO TWO SECTIONS:

- * BASIC FUNDING REQUESTS

- + RETURN TO PRE-SPECIAL SESSION CURRENT LEVEL
- + TUITION INDEXING

- * OTHER BUDGET MODIFICATIONS (PAGE E-36)

- + COMMUNITY COLLEGE SUPPORT
- + MINORITY ACHIEVEMENT
- + GRANT MATCHING
- + VO-TECH FUNDING

2. BASIC REQUESTS

- * RETURN TO PRE-SPECIAL SESSION FUNDING LEVELS IN THE GENERAL FUND (REVIEW OVERHEAD)

- * TUITION INDEXING

- + REVIEW CONCEPT OVERHEAD
- + REVIEW IMPACT OVERHEAD

* WE HAVE HEARD REPEATEDLY THE CONCERN ABOUT ACCESS VS. QUALITY

- + THIS PROPOSAL GIVES US BOTH
- + THE RETURN TO PRE-SPECIAL SESSION FUNDING LEVELS IS ACCESS MONEY. GENERAL FUND MONEY PROVIDES RESIDENT STUDENT ACCESS.
- + THE MONEY RECEIVED FROM TUITION INDEXING IS QUALITY MONEY.

BRING OUR LIBRARIES BACK FROM THE BRINK
PURCHASE AND MAINTAIN INSTRUCTIONAL EQUIPMENT
POSITION MONTANA TO RECRUIT AND RETAIN FACULTY
DIRECT MONEY TO DEFERRED MAINTENANCE AND
HANDICAPPED ACCESS
PROVIDE SECURITY FOR ACCREDITATION
ENHANCE OPERATIONAL BUDGETS
RESTORE A SENSE OF MORALE AND PROGRESS

3. OTHER BUDGET MODIFICATIONS

* COMMUNITY COLLEGE SUPPORT

- + WE HAVE WORKED VERY HARD TO BRING THE COMMUNITY COLLEGES MORE INTO THE FOLD, PART OF THE FABRIC OF POST-SECONDARY EDUCATION
- + THE LAST REGULAR SESSION SAW AN INCREASE IN THE PERCENTAGE OF STATE SUPPORT, AN INCREASE FROM 49% TO 55% - PART OF A PLAN TO RESTORE 65% OF COMMUNITY COLLEGE FUNDING FROM THE STATE
- + BECAUSE OF SPECIAL SESSION ACTION, THE STATE SUPPORT IS NOW AT 50.9%. THE REGENTS WOULD LIKE TO SEE A RESTORATION TO PRE-SPECIAL SESSION LEVELS
- + WOULD YIELD \$4,384,680 PER YEAR

* MINORITY ACHIEVEMENT

- + IN 52ND LEGISLATIVE SESSION, AN OFFICE OF AMERICAN/MINORITY ACHIEVEMENT WAS ESTABLISHED IN THE COMMISSIONER'S OFFICE THROUGH HB 125.
- + MONEY WAS USED TO HIRE A DIRECTOR AND SECRETARY.
- + OFFICE PERFORMS MANY FUNCTIONS

MONTANA TRACKS PROGRAM
MINORITY ACHIEVEMENT POLICIES
TRIBAL COLLEGE LIAISON

EXHIBIT 2
DATE 1-18-93
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TRIBAL LIAISON
INTERFACE WITH REGIONAL AND NATIONAL MINORITY
RECRUITMENT AND RETENTION EFFORTS
INTERVENTION AND PREVENTION

+ WOULD LIKE TO SEE THIS CONTINUE = \$87,824/YEAR

* GRANT MATCHING

+ TWO BASIC COMPONENTS

SIMMS = SYSTEMIC INITIATIVE FOR MONTANA
MATHEMATICS AND SCIENCE

CENTERS OF EXCELLENCE

+ SIMMS

NSF PROGRAM IN RESPONSE TO PRESIDENT BUSH'S
CHALLENGE THAT WE BECOME FIRST IN THE WORLD
IN MATH AND SCIENCE PROFICIENCY

MONTANA APPLIED - RECEIVED BEST RATING IN THE
NATION

\$10,000/5YRS TO TRANSFORM THE WAY WE TEACH MATH
AND NATURAL SCIENCE. THOUSANDS OF HOURS,
SIMMS CLASSROOMS ALL OVER STATE, FABULOUS
REPORTS

TRULY A SYSTEM EFFORT - LEAD BY UM AND MSU BUT
OTHER CAMPUSES AS WELL. PERHAPS THE BEST
SINGLE PARTNERSHIP BETWEEN K-12 AND HIGHER
EDUCATION

SIGNIFICANT PRIVATE CONTRIBUTION - IBM, APPLE,
MONTANA POWER, ADDISON-WESLEY

REQUIRES A \$1,000,000/YEAR MATCH FROM STATE

+ CENTERS OF EXCELLENCE

MONTANA SCIENCE AND TECHNOLOGY ALLIANCE HAS
ESTABLISHED SEVERAL CENTERS OF EXCELLENCE
CENTER FOR INTERFACIAL MICROBIAL PROCESS
ENGINEERING (MSU)

CENTER OF EXCELLENCE IN BIOTECHNOLOGY (UM)
ADVANCED MINERALS AND HAZARDOUS WASTE
PROCESSING CENTER (TECH)

MONTANA ENTREPRENEURSHIP CENTER (UM, EMC)

+ \$700,000 IS NEEDED EACH YEAR TO MATCH FUNDS

COMING FROM MSTTA AND THE NSF

* VO-TECH FUNDING

- + CONSISTENT WITH THE THEME OF RETURN TO PRE-SPECIAL SESSION BUDGETS, REGENTS REQUEST THE SAME FOR THE VO-TECH CENTERS.
- + FROM THE GENERAL FUND, THIS SUMS TO \$17,600,910
- + THERE HAS BEEN A DECREASE IN ENROLLMENT BUT THE REGENTS FELT IT WAS IMPORTANT TO COME IN WITH A PRE-SPECIAL SESSION BUDGET FOR SEVERAL REASONS:

FORMULA USED LAST TIME WAS EXPERIMENTAL AND YIELDED A BARE-BONES BUDGET

THERE WAS AN ERROR IN THE CALCULATION OF THE FACULTY SALARY FIGURE

THE S/F RATIO WAS SET AT 17:1 AND FOR THIS TYPE OF EDUCATION SHOULD BE AT 15:1

THE SUPPORT RATES FOR THE VO-TECHS ARE VERY LOW AND, GIVEN TECHNICAL NATURE OF EDUCATION, A HIGHER SUPPORT RATE IS JUSTIFIED.

G. THREE OTHER CONSIDERATIONS

1. ADMINISTRATION

- * GREAT DEAL OF DISCUSSION ABOUT ADMINISTRATIVE BLOAT IN THE UNIVERSITY SYSTEM
- * JUST HOW MANY ARE THERE AND HOW MUCH DO THEY COST? (OVERHEAD)
- * UNCERTAIN WHAT THIS MEANS. MGT, INC. ADMINISTRATIVE STUDY

2. DUPLICATION IN THE MONTANA UNIVERSITY SYSTEM

- * REVIEW OVERHEAD AND CONCLUSIONS OF THE COMMITTEE
- * RIGOROUS REVIEW MECHANISM NOW IN PLACE TO ASSURE THAT FUTURE UNNECESSARY DUPLICATION IS HIGHLY IMPROBABLE

3. TRANSFER OF COURSES AND CREDITS

- * CONSIDERABLE PROGRESS SINCE THE LAST LEGISLATIVE SESSION
- * CORE CURRICULUM

EXHIBIT 2
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- * COMMUNITY COLLEGE TO SENIOR UNIT ARTICULATION GUIDE
- * THIS WILL BE EXPANDED IN THE YEARS TO COME TO CREATE A COMPLETE TRANSFER GUIDE FOR ALL UNITS INCLUDING THE VO-TECH CENTERS

OVERVIEW OF PRESENTATION

1. PRELIMINARY REMARKS

EXHIBIT

3

DATE

1-18-93

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2. CURRENT FUNDING PICTURE

3. COMMITMENT TO QUALITY

4. BUDGET REQUEST OF THE BOARD OF REGENTS

5. SOME ADDITIONAL ISSUES

- ADMINISTRATION
- DUPLICATION
- TRANSFER OF CREDIT

6. COMPARISON OF LFA, EXECUTIVE, REGENTS (ROD SUNDSTED)

**EFFECT OF 1992 SPECIAL SESSIONS
ON PUBLIC HIGHER EDUCATION**

ALL FUNDS

PRE-SPECIAL SESSION:

FY 92	\$207,307,837
FY 93	<u>+209,848,029</u>
Biennial Total	\$417,155,866

POST-SPECIAL SESSION:

FY 92	\$205,832,701
FY 93	<u>+210,586,094</u>
Biennial Total	\$416,418,795

GENERAL FUND

PRE-SPECIAL SESSION:

FY 92	\$130,339,390
FY 93	<u>+131,878,910</u>
Biennial Total	\$262,218,300

POST-SPECIAL SESSION:

FY 92	\$128,120,615
FY 93	<u>+118,323,716</u>
Biennial Total	\$246,444,331

IMPACT OF GENERAL FUND REDUCTIONS ON STUDENTS

FY 92

GENERAL FUND PER STUDENT = \$3,810 (67.8%)

TUITION PER STUDENT = \$1,305 (23.2%)

FY 93

GENERAL FUND PER STUDENT = \$3,469 (60.2%)

TUITION PER STUDENT = \$1,724 (29.9%)

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RECOMMENDATION - EDUCATION COMMISSION FOR THE 90S AND BEYOND

WE RECOMMEND THAT THE LEGISLATURE ADOPT AS STATE POLICY THE FUNDING OF MONTANA INSTITUTIONS AT NO LESS THAN THE AVERAGE OF PEER INSTITUTIONS. IF BUDGET RESTRICTIONS REDUCE THE LEVEL BELOW THE AVERAGE OF THE PEERS, INSTITUTIONS SHOULD BE REQUIRED TO LIMIT NEW ADMISSIONS OR OTHERWISE RESTRICT ENROLLMENTS TO THE POINT NECESSARY TO ENSURE MAINTENANCE OF THE AVERAGE AS A MINIMUM SUPPORT LEVEL. ENROLLMENT REDUCTIONS IN THE SYSTEM SHOULD BE MADE WITHOUT FUNDING PENALTY UNTIL THE SUPPORT LEVEL REACHES THE AVERAGE OF THE PEER INSTITUTIONS.

MONTANA'S COMMITMENT TO QUALITY PROGRAM

- **TUITION INDEXING:** RESIDENTS PAY 25% OF DIRECT COST OF INSTRUCTION; NON-RESIDENTS 100%. STATE "SUBSIDY" FOR RESIDENT STUDENTS ONLY. REGENTS HAVE AUTHORITY OVER TUITION EXPENDITURES THAT WOULD NOT OFFSET GENERAL FUND.
- **RESIDENCY POLICY:** NON-RESIDENTS MAY NOT SERVE 12-MONTH WAITING PERIOD WHILE IN SCHOOL IF CARRYING MORE THAN HALF-TIME LOAD.
- **LIMIT WESTERN UNDERGRADUATE EXCHANGE:** NUMBER OF INCOMING STUDENTS SHOULD BE ROUGHLY EQUAL TO NUMBER OF OUTGOING STUDENTS.
- **ENHANCED ADMISSION STANDARDS - UM, MSU, TECH:** MINIMUM ACT SCORE OF 22.
- **IMPROVED RETENTION STANDARDS:** PROBATION IF GPA FALLS BELOW 2.00. SUSPENSION IF RECEIVE TWO SEMESTERS OF PROBATION.
- **STRICT ENFORCEMENT OF SUSPENSION.**
- **INCREASED ADMISSION STANDARDS BY PROGRAM:** IDENTIFY PROGRAMS FOR WHICH SELECTIVE ADMISSIONS ARE NEEDED TO ENSURE QUALITY.
- **TUITION VOUCHER PROGRAM:** STUDENTS WHO HAVE ACCUMULATED MORE THAN 170 CREDIT HOURS MUST PAY NON-RESIDENT RATE.
- **ADMISSION STANDARDS APPLY TO STUDENTS TAKING MORE THAN 7 CREDITS:** PART-TIME STUDENTS TAKING 8 OR MORE CREDITS MUST FULFILL COLLEGE PREPARATORY REQUIREMENTS AND QUANTITATIVE ADMISSION STANDARDS.
- **IMPROVED ACADEMIC PROGRESSION:** EACH CAMPUS TO ESTABLISH COMPREHENSIVE TASK FORCE TO ASSESS AND OFFER RECOMMENDATIONS FOR IMPROVED PROGRESSION.
- **ACADEMIC PROGRAM REVIEW:** ALL PROGRAMS WITH LOW PRODUCTIVITY OR SEVERELY DECLINING ENROLLMENTS MUST UNDERGO COMPREHENSIVE REVIEW WITH AN EYE TO ELIMINATION, CONSOLIDATION, OR ENHANCEMENT.
- **SYSTEM ENROLLMENT MANAGEMENT:** COMMISSIONER TO ESTABLISH ENROLLMENT MANAGEMENT TASK FORCE TO DEVELOP PLAN TO IMPROVE FIT BETWEEN ACADEMIC OFFERINGS AND STATE'S WORK-FORCE NEEDS, AS WELL AS DEVELOP COORDINATED EFFORT TO RECRUIT STUDENTS TO PROGRAMS BEST SUITED TO INTERESTS AND NEEDS.

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**METHOD FOR CALCULATING RETURN TO
PRE-SPECIAL SESSION CURRENT LEVEL
(SIX SENIOR INSTITUTIONS)**

REGENTS' CURRENT LEVEL	FY 94	FY 95
General Fund	\$ 94,120,419	\$ 94,627,337
Millage	13,558,345	13,558,345
Other	786,898	786,898
TOTAL	\$108,465,662	\$108,972,580
Remove Research/Public Service	(\$2,743,004)	(\$2,755,847)
"Instructional" Current Level	\$105,722,658	\$106,216,733
PRE-SPECIAL SESSION GENERAL FUND, MILLAGE, OTHER	\$108,608,847	\$108,608,847
AMOUNT TO BE ADDED	\$ 2,886,189	\$ 2,392,114

"ACCESS MONEY"

CONCEPT OF TUITION INDEXING

RESIDENT PAYS **25% OF DIRECT INSTRUCTIONAL COST**
NON-RESIDENT PAYS **100% OF DIRECT INSTRUCTIONAL COST**
(Direct Cost = Per-Student Expenditure - Research & Public Service)

ASSUME

Cost/Student = \$7,000
Resident Pays = \$1,750, **State Pays = \$5,250**
Non-Resident Pays = \$7,000, **State Pays = 0**

Non-Resident Enrollment Established at 4,000 FTE
"Instructional" Current Level = \$110,000,000

THEN

\$110,000,000 / \$5,250 = 20,952 FTE Residents

20,952 x \$1,750 = \$36,666,000 Resident Tuition

4,000 x \$7,000 = \$28,000,000 Non-Resident Tuition

TOTAL TUITION YIELD = \$64,666,000

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PRELIMINARY ESTIMATES OF IMPACT OF TUITION INDEXING

RESIDENT TUITION RATE:

Current	\$1,288		(22 % of Direct Cost
FY 94	\$1,391	(+8.00%)	(22.8% of Direct Cost
FY 95	\$1,493	(+7.33%)	(23.7% of Direct Cost
FY 96	\$1,596	(+6.90%)	(24.4% of Direct Cost
FY 97	\$1,699	(+6.45%)	(25.0% of Direct Cost

NON-RESIDENT TUITION RATE (MSU, UM, TECH):

Current	\$4,928		(85 % of Direct Cost
FY 94	\$5,442	(+10.43%)	(89.27%* of Direct Cost
FY 95	\$5,956	(+ 9.45%)	(94.35%* of Direct Cost
FY 96	\$6,470	(+ 8.63%)	(98.93%* of Direct Cost
FY 97	\$6,984	(+ 7.94%)	(100.00%* of Direct Cost

* weighted average

PROJECT TUITION YIELD:

	<u>Total</u>	<u>Increase</u>
Current	\$47,171,336	
FY 94	\$52,091,478	\$4,920,142
FY 95	\$57,231,814	\$5,140,336
FY 96	\$62,592,345	\$5,360,531
FY 97	\$68,181,339	\$5,588,994

"QUALITY" MONEY

DEFINITION OF ADMINISTRATOR

ADMINISTRATOR

A BOARD OF REGENTS CONTRACT EMPLOYEE WHO DIRECTS A PROGRAM AND STAFF. TITLES FOR THESE POSITIONS ARE GENERALLY PRESIDENT, VICE-PRESIDENT, DEAN, OR DIRECTOR, INCLUDING ASSISTANTS, ASSOCIATES, ETC.

CONTRACT PROFESSIONAL

A BOARD OF REGENTS CONTRACT EMPLOYEE THAT DOES NOT HAVE ADMINISTRATIVE RESPONSIBILITIES BUT INSTEAD SUPPORTS STUDENT- AND ACADEMIC-RELATED PROGRAMS. GENERALLY, ADVISORS, COUNSELORS, CURATORS, COACHES, LIBRARIANS, TECHNICAL WRITERS, INTERNS, TRAINERS, ETC., ARE NOT CONSIDERED ADMINISTRATORS.

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ADMINISTRATORS IN THE MONTANA UNIVERSITY SYSTEM

FACULTY	1,581.86
CLASSIFIED	1,112.36
OTHER PROFESSIONAL EMPLOYEES	207.03
GRADUATE ASSISTANTS	138.75
PART-TIME/OTHER	180.07
ADMINISTRATORS	195.36
<u>TOTAL</u>	<u>3,415.43</u>

SOME RATIOS

FACULTY : ADMINISTRATION	8 : 1
FACULTY : ACADEMIC ADMINISTRATION	34.63 : 1
FTE EMPLOYEES : ADMINISTRATION	16.48 : 1

DUPLICATION IN THE MONTANA UNIVERSITY SYSTEM

PERCENTAGE OF PROGRAMS UNIQUE TO ONE INSTITUTION

Certificates/Associate Degrees	70%
Bachelor's Degrees	70%
Master's Degrees	82%
Doctoral Degrees	83%

AFTER EXAMINING THE MATTER OF DUPLICATION, THE JOINT COMMITTEE ON POST-SECONDARY EDUCATION POLICY AND BUDGET CONCLUDED:

Duplication of programs does exist within the MUS, and the committee recognizes that duplication is a serious issue. However, the committee also feels that the duplication that currently exists is justifiable using the criteria of student demand and access. The committee also feels that past and current program review have not documented that significant cost savings could be realized through further program elimination without adverse effects on student access.

The PEPB voted to express its view that:

"Duplication of programs is not a significant problem within the Montana University System."

EXHIBIT 3
DATE 1-18-93
BY _____

GUIDE TO

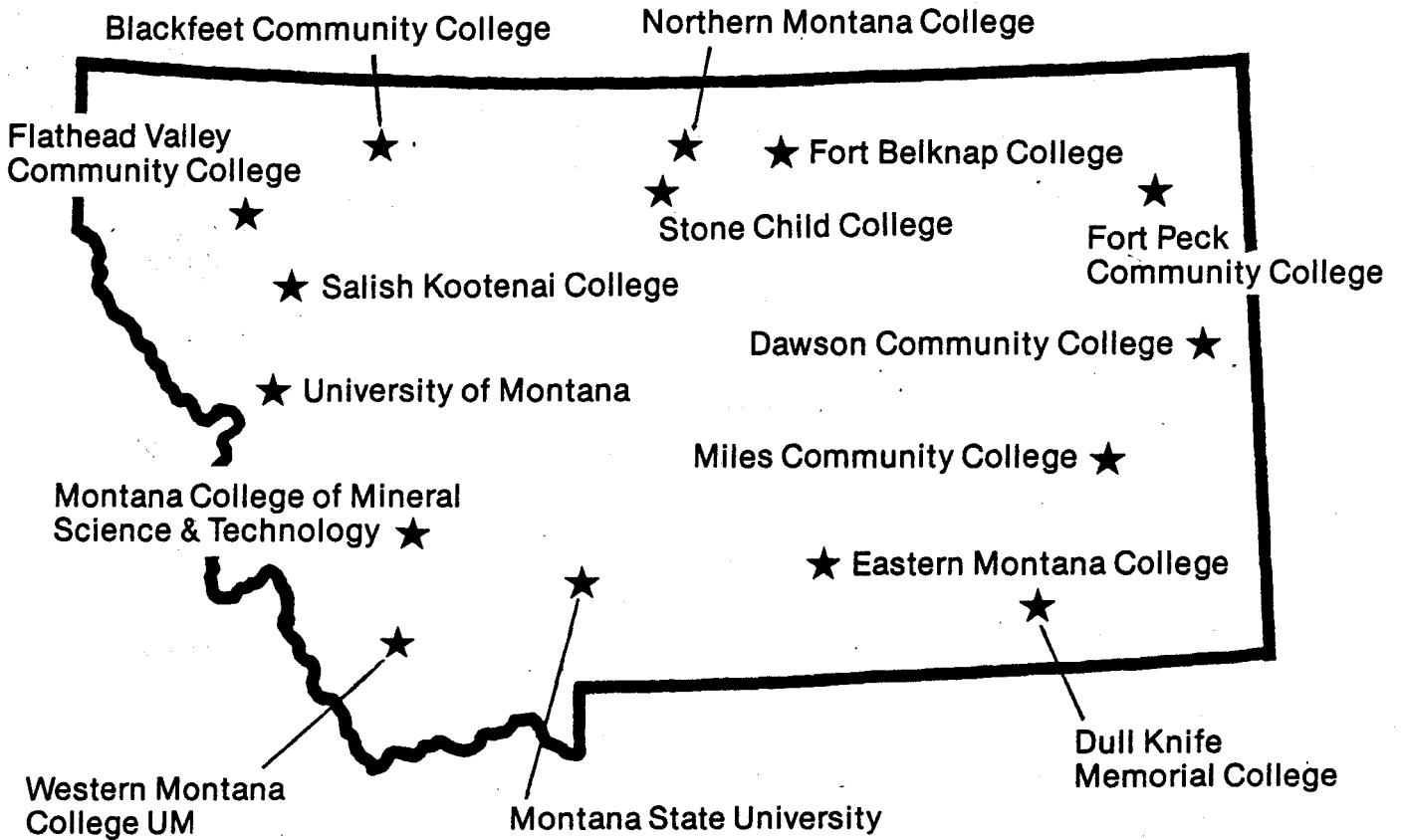
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THE TRANSFER OF

CORE CURRICULUM COURSES

IN MONTANA'S COLLEGES AND UNIVERSITIES

Academic Year 1992-93



Distributed July, 1992
by the Office of the Commissioner of Higher Education
State of Montana



MONTANA UNIVERSITY SYSTEM

AND POSTSECONDARY EDUCATION

GUIDE TO
THE ARTICULATION OF EQUIVALENT COURSES
FOR TRANSFER BETWEEN
MONTANA'S PUBLIC COMMUNITY COLLEGES
AND INDIVIDUAL UNITS OF THE
MONTANA UNIVERSITY SYSTEM

EX. 5
1-18-93

OFFICE OF THE
COMMISSIONER OF
HIGHER EDUCATION

January 18, 1993

Exhibit 5, "Guide to the Articulation of Equivalent Courses...", is 127 pages long. The original is stored at the Historical Society at 225 North Roberts Street, Helena, MT 59620-1201. The phone number is 444-2694.

HOUSE OF REPRESENTATIVES
VISITOR REGISTER

EDUCATION _____ SUBCOMMITTEE _____ DATE 1-18-93
DEPARTMENT(S) _____ DIVISION _____

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NAME	REPRESENTING	
W. Michael Easter	WMC	
Don Kettner	DCU	
Bue-H Carpenter	SME	
Shula Stearns	UM	
John Demaris	UM	
John Demaris	MATE	
James E. Todd	UM	
Dawn Allen	Mont. Univ. Sys.	
Marvin Miller	Mont Tech.	
Carol M. Johnson	Bd. of Regents	

PLEASE LEAVE PREPARED TESTIMONY WITH SECRETARY. WITNESS STATEMENT FORMS ARE AVAILABLE IF YOU CARE TO SUBMIT WRITTEN TESTIMONY.