

Montana Board of Regents of Higher Education

Procedures and Guidelines

For

Agenda Items

**Montana University System
April 2008**

Contact: Lynette Brown
(406) 444-0374

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Montana Board of Regents Meeting Agendas

Introduction

The Board of Regents agenda is prepared by the Board Secretary. It will include items carried over from a previous meeting, new agenda items received from the campuses and the Commissioner's Office staff, and any outside requests agreed to by the Commissioner and/or the Board Chairman.

The finalized Agenda is posted to the Board of Regents' web site.
(<http://mus.edu/board/meetings/meetings.asp>)

The meetings are generally scheduled for Thursday, with four Committee meetings running consecutively all day long, beginning at 8:00 a.m. and recessing at 5:30 p.m. The Board will lunch with Faculty representatives (September, November, and March meetings). The Board will lunch with classified staff representatives (MUSSA) (January and May meetings).

Friday begins at 7:00 a.m. for the Board to breakfast with local civic and business leaders, then convening the business meeting at 8:30 a.m. The Board will lunch with MAS representatives. Friday recess is 5:00 p.m. If needed, the Board will go into Executive Session at the end of the business meeting.

This is a flexible schedule, and is subject to change at any time by the Commissioner or the Board Chairman.

SUBMISSION OF BOARD OF REGENTS AGENDA ITEMS

All agenda items are submitted to the Commissioner's Office through the two main campuses. All campuses submit one set of items (**electronic**, with hard copies of non-electronic attachments) through their campus agenda coordinators to their respective university agenda coordinator for revision or approval. After the items are approved by the university president or designee, the university agenda coordinator ensures that all items are numbered and formatted correctly and forwards the final versions electronically by e-mail to the Commissioner's Office (lybrown@montana.edu). **The hard copies of non-electronic attachments** are mailed to the Commissioner's Office to be received no later than the listed deadline.

Unless notified otherwise, the **three community colleges** will continue to submit their agenda items directly to the Commissioner's Office (lybrown@montana.edu) early enough to be received by the posted deadline.

Holidays should be taken into consideration by the campuses when planning mailing dates so that sufficient time is allowed. The deadlines are posted on the web site:

<http://mus.edu/board/meetings/MeetingDates+Locations.pdf>

AGENDA COORDINATORS

One person on each campus of the Montana University System serves as the agenda coordinator for that campus, to oversee the preparation and submission of Board of Regents agenda items. Each coordinator is responsible for making sure that Board items are formatted correctly and submitted within campus and Commissioner's Office deadlines. The agenda coordinator answers questions about a campus' agenda items or refers calls to the proper person for a response.

Following are the Agenda Coordinators:

CAMPUS/OFFICE	NAME	PHONE NUMBER
Montana State University-Bozeman	Heidi Gagnon	994-6600
Montana State University-Billings	Joy Ott	657-2300
MSU-B College of Technology	Shelly Loveless	656-4445
Montana State University-Northern	Debbie Ritz	265-3720
MSU – Great Falls College of Technology	Heather Palermo	771-4305
The University of Montana-Missoula	Kelsi Camp	243-2419
UM – Missoula College of Technology	Carol Varien	243-7852
Montana Tech of The University of Montana	Carmen Nelson	496-4129
The University of Montana-Western	Donna Rouse	683-7151
UM - Helena College of Technology	Winnie Strainer	444-6800
Dawson Community College	Rita O'Neil	377-9407
Flathead Valley Community College	Monica Settles	756-3800
Miles Community College	Ardie Smith	874-6165
Commissioner's Office	Lynette Brown	444-0311

DEADLINES FOR SUBMISSION OF BOARD OF REGENTS AGENDA ITEMS

The meeting schedules for the years 2008 through 2010 are on the following page. Please note that there has been a basic change to the meeting calendar.

Each meeting has two dates to keep in mind:

(1) **Four** weeks before each meeting, both a **LIST** of the agenda items **and** the **AGENDA ITEMS** themselves are due in the Office of the Commissioner. Also due at this time, are **ALL LEVEL I** items that need the approval of Deputy Commissioner Roger Barber and **ALL LEVEL II** items that will be reviewed by the CAOs. Please remember these will all be electronic files e-mailed to OCHE.

(2) **Two** weeks before the meeting, the Commissioner's Office posts the agenda materials to the web site and notices the posting to the media and others.

All deadline dates fall on Fridays; thus, if a holiday falls on Friday, the deadline date is the preceding Thursday; if both Thursday and Friday are holidays, the preceding Wednesday is used. If any meeting dates change, the deadline dates change accordingly.

Note: These deadlines are established for the submission of agenda items to the Commissioner's Office only. Montana State University and The University of Montana are responsible for making sure their respective campuses are aware of any campus deadlines which fall before the Commissioner's Office deadlines.

2008	Location	Agenda Items Submission Deadlines
May 29-30	Montana State University-Northern PO Box 7751 Havre, MT 59501-7751	May 2: List and Agenda Items due to OCHE May 16: Agenda Materials Available
July 8 full day July 9 ½ day Executive Session AM	MSU-Great Falls College of Technology 2100 16 th Avenue South Great Falls, MT 59405	June 13: List and Agenda Items due to OCHE Strategic Planning, and Brief Business meeting June 27: Agenda Materials Available
September 25-26	Montana Tech of - UM 1300 West Park Street Butte, MT	August 29: List and Agenda Items due to OCHE September 12: Agenda Materials Available
November 20-21*	The University of Montana-Missoula Missoula, MT 59812	October 24: List and Agenda Items due to OCHE November 7: Agenda Materials Available
2009	Location	Agenda Items Submission Deadlines
January 7 BOR full day January 8* BOE 1/2 day BOR 1/2 day	Helena TBD	December 12, 2008: List and Agenda Items due to OCHE Strategic Planning, and Brief Business meeting December 24, 2008: Agenda Materials Available
March 5-6	Helena TBD	February 6: List and Agenda Items due to OCHE February 20: Agenda Materials Available
May 28-29	TC TBD	May 1: List and Agenda Items due to OCHE May 15: Agenda Materials Available
July 9 full day July 10 ½ day Executive Session AM	Flathead Valley Community College 777 Grandview Drive Kalispell, MT 59901-2699	June 12: List and Agenda Items due to OCHE Strategic Planning, and Brief Business meeting June 26: Agenda Materials Available
September 24-25	Montana State University-Billings 1500 N. 30th Avenue Billings, MT 59101-0252	August 28: List and Agenda Items due to OCHE September 11: Agenda Materials Available
November 19-20*	Montana State University-Bozeman PO Box 172440 Bozeman, MT 59717-0001	October 23: List and Agenda Items due to OCHE November 6: Agenda Materials Available
2010	Location	Agenda Items Submission Deadlines
January 7* BOE 1/2 day BOR 1/2 day January 8 BOR ½ day AM	Helena TBD	December 11, 2009: List and Agenda Items due to OCHE Strategic Planning, and Brief Business meeting December 24, 2009: Agenda Materials Available
March 4-5	The University of Montana-Western 710 S. Atlantic Dillon, MT 59723	February 5: List and Agenda Items due to OCHE February 19: Agenda Materials Available
May 27-28	Montana State University-Northern PO Box 7751 Havre, MT 59501-7751	April 30: List and Agenda Items due to OCHE May 14: Agenda Materials Available
July 8 full day July 9 AM executive session	MSU-Great Falls College of Technology 2100 16 th Avenue South Great Falls, MT 59405	June 11: List and Agenda Items due to OCHE Strategic Planning, and Brief Business meeting June 25: Agenda Materials Available
September 23-24	Montana Tech of The University of Montana 1300 West Park Street Butte, MT	August 27: List and Agenda Items due to OCHE September 10: Agenda Materials Available
November 18-19*	The University of Montana-Missoula Missoula, MT 59812	November 5: List and Agenda Items due to OCHE October 22: Agenda Materials Available

* Subject to Change

NUMBERING FOR BOARD OF REGENTS AGENDA ITEMS

ITEM AAA¹-BBBB²-C³DDDD⁴

AAA¹ The first three digits of an item number represent the statutory quarter in which the current meeting is held. These numbers change in January, April, July, and October of each year. (These are based on calendar quarters, rather than school year quarters).

EXAMPLE: Item 84-1000-R0994 represents a UM-Missoula agenda item for the 84th quarterly Board of Regents meeting.

Please use the following numbers for the years indicated:

MONTH	2008	2009	2010	2011	2012	2013	2014
January	138	142	146	150	154	159	163
March	138	142	146	150	154	159	163
May	139	143	147	151	156	160	164
July	140	144	148	152	157	161	165
September	140	144	148	152	157	161	165
November	141	145	149	153	158	162	166

BBBB² These numbers identify agenda items submitted by each campus, the Commissioner's Office, or the system as a whole. The assigned numbers are as follows:

CAMPUS	NO.
Montana University System	000
Office of the Commissioner of Higher Education	100
Community Colleges (General)	150
Dawson Community College	200
Flathead Valley Community College	300
Miles Community College	400
The University of Montana-Missoula	1000
Montana Tech of The University of Montana	1500
Montana Bureau of Mines & Geology	1500A
Western Montana College of The University of Montana	1600
Helena College of Technology of The University of Montana	1900
Montana State University-Bozeman	2000
Agricultural Experiment Station	2300
Cooperative Extension Service	2400
Montana State University-Billings	2700
Montana State University-Northern	2800
MSU College of Technology-Great Falls	2850

Numbers ending in "00" are reserved for staff items; all other items are numbered sequentially, beginning with "01."

EXAMPLE: ITEM 84-1000-R0994 is The University of Montana-Missoula's staff item for the September 1994 regular meeting; ITEM 84-1001-R0994 is an additional item submitted by UM-Missoula for the September 1994 regular meeting.

C³ This letter is usually "R" to reflect agenda items submitted for **regular** Board of Regents meetings. However, the following letters also are used as applicable:

C	Conference Call Meeting
S	Special Meeting
W	Workshop

EXAMPLE: ITEM 84-2001-C1094 is a Montana State University-Bozeman agenda item for an October 1994 conference call meeting; ITEM 84-2002-R0994 is an MSU-Bozeman item for the September 1994 regular meeting.

DDDD⁴ These numbers represent the month and year of a meeting.

EXAMPLE: ITEM 84-1500-R0994 is a Montana Tech of The University of Montana staff item for the September 1994 Regular meeting; ITEM 84-1501-S1094 is a Montana Tech of The UM item for an October 1994 Special meeting.

If you have questions on numbering Board Items, please call Lynette Brown at (406) 444-0374 in the Commissioner's Office, or e-mail lybrown@montana.edu.

SAMPLES AND EXPLANATIONS OF BOARD OF REGENTS AGENDA ITEMS

Samples of Agenda Items follow these descriptions, and include document set-up requirements for each item, and an explanation of each item's components (see reference numbers on the samples).

Except for Staff Items, agenda items should be prepared in Microsoft Word using the template available on-line at <http://mus.edu/board/meetings/Forms/FormsInfo.asp>. Using the template defaults your formatting to the Agenda requirements. If the rare occasion arises when the template cannot be used, use the following directions in preparing your items. Use **Arial font** for all documents. Do **Not Full Justify** the text, **nor** use hyphenation. A ragged right margin is required. Detailed requirements are indicated on each sample.

Please direct **general questions** on agenda items to Lynette Brown in the Commissioner's Office at 444-0374 or lybrown@montana.edu. If you have questions on the preparation of **Academic/Student Affairs Items**, please contact Roger Barber, Deputy Commissioner for Academic Affairs at 444-0312. If you have questions on the preparation of **fiscal items** please call Mick Robinson, Associate Commissioner for Fiscal Affairs at 444-0319. Questions on the preparation of **Legal Items** should be directed to Catherine Swift, Chief Legal Counsel at 444-0325.

STAFF ITEMS

SAMPLE 1

Regents' Policy has been revised allowing for final approval of certain Staff Items by the Commissioner of Higher Education. Those Staff Items reserved for approval by the Board of Regents are submitted along with all other Agenda items to the Commissioner's Office by the campuses and are always considered Action/Consent items. For guidance on which contracts must be approved by the Board and which are delegated for approval by the Commissioner, **see Policies 711.1, 711.2, 711.3, and 711.4** in the Appendix of this handbook. The template for Staff Items to be approved by the Board of Regents is found at <http://mus.edu/board/meetings/Forms/StaffItemMASTER6-06.xls>. **All Extra Comp** is reported on the Staff Items submitted at the September Board of Regents meeting each year.

Staff Items to be approved by the Commissioner must be approved and signed by the campus CEO, then approved and signed by the President. When these approvals are documented, send the item to the Commissioner's Office to lybrown@montana.edu with a copy to kmcrae@montana.edu for final approval. When the Commissioner has approved and signed the document, it will be e-mailed back to the appropriate campuses for your records. The template for Staff Items to be approved by the Commissioner is found at <http://mus.edu/board/meetings/Forms/StaffItemCHEMaster6-06.xls>.

Staff Items for:	Are included in Staff Item for:
Montana Tech-College of Technology	Montana Tech of The University of Montana
UM-Missoula-College of Technology	The University of Montana-Missoula
MSU-B College of Technology	Montana State University-Billings

PROPOSED NEW BOARD OF REGENTS POLICIES**SAMPLE 2**

Proposed new Board of Regents policies are prepared by the Commissioner's Office. A campus may request a new policy through the Commissioner's Office, but it must be approved by the Commissioner before being submitted to the Board of Regents.

**PROPOSED REVISION OF
EXISTING BOARD OF REGENTS POLICIES****SAMPLES 3 & 4**

Revisions of existing Board of Regents policies are prepared by the Commissioner's Office. A campus may request a revision to an existing policy through the Commissioner's Office, but it must be approved by the Commissioner before being submitted to the Board of Regents.

ACADEMIC PROGRAM PROPOSALS**SAMPLES 5, 5a, 5b, 5c and 5d**

New Program proposals are submitted to Dr. Roger Barber at the same time they are submitted to Lynette Brown. The **CAOs** will review all Level II proposals at the **first meeting**, and if approved by that group will be presented at the following meeting to the Board of Regents for **Action**. **Please see Samples 5 through 5d for submission of New Program proposals. All Forms and information are required for every Level II submission.**

Please note the correct way to number academic items for Level I vs. Level II. All Items are numbered in the regular campus sequence, however, Level I items will have a plus sign (+) preceding the last five digits instead of the dash (-) which is used for all other items.

MISCELLANEOUS AGENDA ITEMS**SAMPLES 6 & 7**

Items not covered in categories previously mentioned follow the formats used in Samples 6 and 7 as closely as possible. Attachments such as explanatory memos and supporting documents may be attached to the cover page but do not serve as the actual agenda item. No more than 10 pages of documentation per item are permitted.

INFORMATIONAL ITEMS**SAMPLE 8**

Items, which are offered to the Board of Regents for Information Only, will follow the format of Sample 8. They will appear in the Appropriate Agenda.

1. Document Set-up Requirements:

Font	ARIAL
Point Size	10 (this is not pitch)
Page Numbering	FIRST PAGE = NONE SUBSEQUENT PAGES = include in Header
Header	See example below

For all units, Item numbers ending in 00 are reserved for staff items.

Header

Information: Page numbers are centered and included on the first line. Include item number, name of campus and meeting date on each page as per the attached sample.

Format: Prepare items in an Excel Spreadsheet, landscape format with lines according to the template available at <http://mus.edu/board/meetings/Forms/FormsInfo.asp>.

(A) CATEGORIES

All main categories to be used horizontally are numbered as (1), (2), (3), etc. For subcategories, use (a) and (b). Categories and subcategory headings are capitalized and in bold type. A category heading is not used if the category has no entries. For example, if a campus has no **NEW POSITIONS AND REPLACEMENTS** to report, that category is omitted and the remaining categories are renumbered. The following categories and subcategories are to be used when reporting staff agenda items.

I. NEW HIRES

Use this category to report new hires and replacements. In each category, there are only two sub-categories as follows:

- A. Administrators/Professionals/Coaches**
- B. Faculty**

II. CHANGES

Use this category to report rank advancement, receipt of tenure, any change from a non-tenurable position to a tenurable position and all position changes and changes in salary. If an employee is scheduled to receive both a salary increase based on a change in position or responsibility and an annual salary increase, a footnote must be included which explains each.

- A. Administrators/Professionals/Coaches**
- B. Faculty**
 - Professors**
 - Associate Professors**

**Assistant Professors
Instructors
Lecturers**

Salaries for faculty who are covered by a collective bargaining agreement are typically not submitted until after ratification of the collective bargaining agreement. When faculty salary increases are submitted for faculty covered by a collective bargaining agreement that has already been approved by the Regents, the faculty salary roster should include the following heading:

FOR INFORMATIONAL PURPOSES ONLY

200_ - 200_ FACULTY ROSTER:

(Faculty salaries, rank, and tenure are in accordance with the previously approved collective bargaining agreement.

III. ONE TIME ONLY BONUS

- A. Administrators/Professionals/Coaches**
- B. Faculty**

IV. End of Employment / Leaves

Report all paid leaves of absence of a semester or longer in duration. Unpaid leaves of absence do not need to be listed.

V. CORRECTIONS

Use this category to report any corrections to prior agenda items.

(B) SPREADSHEET FORMAT - COLUMN HEADINGS

Staff Items are prepared in Excel using the approved template provided by OCHE.

NOTE: When entering data in Excel cells, please press the Alt + Enter keys to go down one line in the same cell.

Attached is a sample spreadsheet format to follow when preparing consent agenda staff items. The information that is to be included in each of the specified columns is discussed below.

Name: Include by last name first, first name and terminal degree. Alphabetize by last name.

Title/Rank: **Precede** the current position title for each employee with **FR**: If there is a change in title **precede** the new one on the next line with **TO**: If there is no change in position title, show **TO**: No change.

Department: Enter the Employees department.

Salary Base

From: = the old salary or (Salary Paid to Replaced Employee).

To: = the new salary or (salary for new hire).

The new salary must be indicated even if there is no change.

Stipend: Include any anticipated stipend or extra comp for the next year. Use the appropriate footnotes to show the reasons for the stipends and extra comp figures.

New or Replacement and date of hire: If the new hire is replacing a former employee, indicate (R) followed by the name of the former employee and date of hire of the new employee. If not replacing a former employee enter (N) for new and include the date of hire.

% Increase

This column is formatted to automatically calculate the percentage change in the base salary. Do not make entries in this column.

Actual FTE

(1 FTE is assumed)

FY assumed for administrative & professional; AY assumed for faculty. Only include an FTE (full time equivalent) notation if the position is less than full time or 1 FTE. The salary amount listed is the salary for a full FTE so if an individual works only half time this column would show .5 FTE but the salary listed would be annualized.

Effective

If this is temporary, also indicate the end date.

Reason

Use this column to show the reason for the change in salary or stipend.

Please note the totals which are calculated in the spreadsheet for the old salaries, the new salaries, and the overall percentage change in salaries for the campus.

SAMPLE 1 (Excel Document) Arial 10 Pt. Font

ITEM XXX-XX00-RXXXX - Staff; XXXXXXXXXXXXXXXX **May 31-June 2, 2006**

TO HARD RETURN IN A CELL, PRESS ALT AND ENTER DELETED THIS ROW (Automatically calculated)

NAME (Last, First)	Title/Rank	Dept.	SALARY BASE (Based on 1.0 FTE, FY unless noted)		Stipend		(N)ew or (R)eplacement & Date/Hire	% Change	Actual FTE	Effective (Indicate end date if temp)	Reason	Special Conditions	Tenure (Change Only)	Added Comp Prior FY/AY * Amt	Reason (Sept. Mtg ONLY)
			From:	To:	From:	To:									

I. NEW HIRES

A. Administrators/Professionals/Coaches

NAME (Last, First)	MUS Dir. of Benefits	Dept.		72,000			R - Leavitt			^3/27/06					
NAME (Last, First)	Dir. of Inst. Info. and Research	Dept.		75,000			(N) 4/3/06								

B. Faculty

NAME (Last, First)	Dir. of Inst. Info. and Research	Dept.		75,000			(N) 4/3/06								
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II. CHANGES

A. Administrators/Professionals/Coaches

NAME (Last, First)	FR: Dir. Bus. Relations & Progs TO: No change	Dept.	57,443	62,038				8.00%		7/1/06	R - Retention / Market				
NAME (Last, First)	Dep. Dir. & Chief Fin. Officer TO: No change	Dept.	66,758	72,099				8.00%		7/1/06	R - Retention / Market				
NAME (Last, First)	Dep. Dir. & Chief Fin. Officer TO: No change	Dept.	66,758	72,099				8.00%		7/2/06	R - Retention / Market				

B. Faculty

NAME (Last, First)								#DIV/0!							
NAME (Last, First)								#DIV/0!							
NAME (Last, First)								#DIV/0!							

TOTALS			190,959	206,236				8.00%							
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III. ONE TIME ONLY BONUS

A. Administrators/Professionals/Coaches													
NAME (Last, First)	FR: Assoc. Comm. Econ. Dev. & Outreach TO: No change	Dept.	101,948	101,948	0	1,500		0.00%		10/1/2005	L - extra duties		
NAME (Last, First)	FR: Dir. Acct. & Budgeting TO: No change	Dept.	75,500	75,500	0	1,500		0.00%		10/1/2005	L - extra duties		
NAME (Last, First)	FR: Dir. MGSLP TO: No change	Dept.	83,276	83,276	0	1,500		0.00%		10/1/2005	L - extra duties		
NAME (Last, First)	FR: Dir. Workforce Dev. TO: No change	Dept.	72,216	72,216	0	1,500		0.00%		10/1/2005	G - WIRED Grant		

III. End of Employment / Leaves (Report only non-renewals per 711.1 and Leaves of Absence)

NAME (First, Last)	Title/Rank	Dept.	Effective Date	REASON (If Leave of Absence)
---------------------------	-------------------	--------------	-----------------------	-------------------------------------

A. Administrators/Professionals/Coaches

NAME (Last, First)				
---------------------------	--	--	--	--

LEGEND

TENURE:

NT = Nontenurable	*IMPORTANT NOTE: Additional Comp is reported annually in September
P = Probationary	
T = Tenured	

SALARY ADJUSTMENTS:

P = Promotion	^ Subject to continuation of federal funds, proprietary funds and/or grants.
L = Lump Sum Bonus	
M = Merit	
R = Retention	
N = Normal	
O = Other/Specify	

EXTRA COMPENSATION:

T = Teaching
R = Research
G = Grant Administration
O = Other (provide brief explanation)

**SAMPLE 1 B
CORRECT WAY TO SUBMIT EMERITUS STATUS**

September 25, 2008

**ITEM xxx-xxxx-Rxxxxx Title of Professor Emeritus of Art and Humanities: Xxxxx x
xxxx(Name); UM-Missoula (campus abbreviation)**

THAT: Upon the occasion of the retirement of Professor Xxxxx x
xxxx from the faculty of UM-Missoula, the faculty wishes to
express its appreciation for his years of dedicated and valued
service to the University, the Department of Business and
Information Technology, and the State of Montana by
recommending that the rank of Professor Emeritus be conferred
upon him by the Board of Regents of the Montana University
System.

EXPLANATION: Xxxxx x xxxx was born in Helena, Montana, the son of Xxxxx x
xxxx, and one of nine children. He earned his baccalaureate
degree in economics from Carroll College in 1963 and his
master of arts degree from the University of California,
Riverside, in 1967. In addition, he pursued additional graduate
studies at The University of Montana, Missoula, and Montana
State University, Bozeman, and has attended several seminars
and workshops dealing with economics and investing. Xxxxx is a
member of the American Economics Association, Western
Economics Association, and The National Association of
Forensic Economics.

He commenced his employment with Montana College of Mineral
Science and Technology (Montana Tech) in 1968 as an instructor
with the department of humanities and social sciences. From 1971
to 1984, he earned promotions to Assistant Professor, Associate
Professor, and Professor. In 1973, he was named as registrar and
director of admissions and served at this position until 1982; then
he was named director of the evening program and summer
school, where he served from 1982 to 1984. As director of
admissions, he initiated and developed an enrollment
enhancement program which significantly bolstered Montana
Tech's enrollment from 683 FY/FTEs (1973) to 1,531 FY/FTEs
(1981). He returned to a full-time teaching position with the
Business Department (Business and Information Technology) in
1984.

(1) Policy Set-up Requirements:

Margins	LEFT: 1 INCH RIGHT: 1 INCH TOP: 1 INCH BOTTOM: 1 INCH	LEFT JUSTIFY
Font	ARIAL	
Point Size	10 (this is not pitch)	
Page Numbering	FIRST PAGE = NONE SUBSEQUENT PAGES place page number at bottom center of page(s)	
Header	Second and subsequent pages see below	

(2) Explanation of Numbered Components:

①	The item number (in bold print, with word ITEM in all caps) is assigned by the Board Secretary.
②	The title of the new policy.

Note: If a policy is to become effective on a date other than the date the Board of Regents approves the item, that date must be included as part of the agenda item.

Sample 2

MONTANA BOARD OF REGENTS OF HIGHER EDUCATION

①ITEM 137-107-R1107

Policy and Procedures Manual

SUBJECT: ACADEMIC AFFAIRS

PAGE: 301.5.5

Section: 301.5.5 ② Equivalent Course
Identification and Numbering

Effective: Nov. 16, 2007
Issued: _____2007

Board Policy:

The purpose of this policy is to facilitate the transfer of credits among units of the Montana University System by implementing a process by which courses found to be equivalent throughout the system are identified with a common number and title.

1. The board adopts the following process for identifying equivalent courses within the Montana University System:

a. The commissioner of higher education will oversee a process by which undergraduate courses in the Montana University System will undergo a discipline-based faculty review to determine equivalency under this policy.

b. Equivalent courses determined to be equivalent shall be accepted as if the courses had been taken at the receiving campus.

c. The commissioner, after appropriate consultation within the system, shall assign each equivalent course a common course prefix, number and name.

d. Courses will be presumed to have the same number of credits, with exceptions granted by the councils or the commissioner, as appropriate.

2. The commissioner of higher education will provide direction and assistance, establish progress measures, and report to the board of regents on the implementation of a system of applying common course numbers to equivalent courses

(1) Item Page Set-up Requirements:

Margins	LEFT: 1 INCH RIGHT: 1 INCH TOP: 1 INCH BOTTOM: 1 INCH	LEFT JUSTIFY
Font	ARIAL	
Point Size	10 (this is not pitch)	
Page Numbering	FIRST PAGE = NONE SUBSEQUENT PAGES place page number at bottom center of page(s)	
Header	Second and subsequent pages see below	

(2) Explanation of Numbered Components:

①	Date of meeting (in bold print) at which item is introduced. This date does not change if an item is carried over to a subsequent meeting.
②	The item number (in bold print, with word ITEM in all caps) is assigned by the Board Secretary.
③	The title of the item (in bold print and underlined) also serves as the title of the new policy.
④	In parentheses, include the word NEW (in bold print). Entering a policy number is unnecessary at this time; the policy number is assigned once the policy is formally issued by the Commissioner's Office.

SAMPLE 2b

①November 15-16, 2007

②ITEM 137-107-R1107

③Approval of Policy to Identify Equivalent Courses
④(NEW)

THAT:

The Board of Regents of Higher Education approves a policy under which undergraduate courses offered within the Montana University System shall undergo a faculty review process to identify which courses are equivalent. Equivalent courses shall be assigned common numbers and titles to facilitate the transfer of such courses among units of the system.

EXPLANATION:

The transfer of credits has been an issue of concern and confusion for Montana students, parents, policymakers, and legislators for years. The Legislature, the Governor's Office, and the Board of Regents are concerned with this issue. The Board of Regents has identified transferability of credits as one of its highest priorities, and Governor Schweitzer and the 2007 Montana Legislature supported the Board of Regents by appropriating \$1.5 million to support the MUS transferability initiative. This policy significantly supplements the policies adopted by the Board in 2005 to streamline the transfer of equivalent courses among campuses.

By assigning the same course number and title to equivalent courses, this process will help students to readily determine what courses are guaranteed to be accepted at receiving institutions as if the courses had been taken there. The transfer of those courses within the system will be automatic. The system described in the recommended policy will subject MUS courses to a faculty review process to determine their suitability for assignment of a common course number and title. This system will neither force the re-numbering of courses which are dissimilar to other system courses, diminish the ability of campuses to continue to develop their own courses to meet the needs of their programs and students, nor prevent the transfer of courses that do not share a common number.

Faculty consultation and direction is essential to this process. Discipline-based faculty councils have been formed and will continue the work at the system level on course equivalencies, work which is already well underway at individual campuses throughout the system. The

commissioner of higher education, in consultation with faculty councils and campus administrators, shall implement this process of common course numbering.

By identifying course equivalencies and assigning common numbers to those courses, this policy solves a major portion of the large and complex issue of system-wide transferability. The transfer of non-equivalent courses for degree-related purposes remains to be addressed at the system level.

ATTACHMENT:

Policy 301.5.5: Equivalent Course Identification & Numbering

(1) Policy Set-up Requirements:

Margins	LEFT: 1 INCH RIGHT: 1 INCH TOP: 1 INCH BOTTOM: 1 INCH	LEFT JUSTIFY
Font	ARIAL	
Point Size	10 (this is not pitch)	
Page Numbering	FIRST PAGE = NONE SUBSEQUENT PAGES place page number at bottom center of page(s)	
Header	Second and subsequent pages see below	

Example

ITEM 84-100-R0794- (continued)

July 7-8, 1994

(2) Explanation of Numbered Components:

①	The Item number is assigned by the Board Secretary.
②	Overstrike all policy language to be deleted.
③	Underline all new language to be added.
④	Include "History" section (from latest version of policy) at the bottom of the last page of the item.

Note: If a policy is to become effective on a date other than the date the Board of Regents approves the item, that date must be included as part of the agenda item.

SAMPLE 3

① ITEM 131-111-R0506

MONTANA BOARD OF REGENTS OF HIGHER EDUCATION
Policy and Procedures Manual

SUBJECT: COMPENSATION
Policy 804.1 - Self-insured group insurance plan
November 18, 1999; Issued December 10, 1999

Board policy:

The Board of Regents hereby authorizes the Commissioner of Higher Education and the respective administrations of the six campuses to establish a self-insured (Administrative Services only) group insurance plan. The plan will be administered by the Commissioner of Higher Education with the assistance of recommendations from an inter-unit advisory committee. The plan will be administered as an enterprise fund in the state fund structure contingent upon the group plan reserves being allowed to retain interest earnings.

All costs associated with the administration of the plan shall be paid from insurance premiums collected and interest earned on reserve balances. All other interest earned plus premium tax savings shall be credited to the plan reserves. Reserve balances shall be retained and carried over from year to year.

The Commissioner of Higher Education shall be authorized up to ~~②3.5~~ **4.0** full-time equivalent employees to provide administration of the plan. In no case shall administrative costs exceed the amount of premium tax savings that would be incurred under a conventional group plan plus any interest earned on reserves. ③It is the intent that the plan be more cost efficient than conventional insurance.

④ History

Item 43-901-R0684, Authorization to Establish a Partially Self-Insured Group Insurance Plan for Montana University System Employees Including All Authorized Affiliated Group Employees; Commissioner of Higher Education, June 12, 1984. (Rescinded); Item 51-901-R0686, Authorization to Establish a Partially Self-Insured Group Insurance Plan for Montana University System Employees including all Authorized Affiliated Group Employees; Commissioner of Higher Education (Revised), June 20, 1986, April 26, 1990, and November 18, 1999.

(1) Item Page Set-up Requirements:

Margins	LEFT: 1 INCH RIGHT: 1 INCH TOP: 1 INCH BOTTOM: 1 INCH	LEFT JUSTIFY
Font	ARIAL	
Point Size	10 (this is not pitch)	
Page Numbering	FIRST PAGE = NONE SUBSEQUENT PAGES place page number at bottom center of page(s)	
Header	Second and subsequent pages see below	

(2) Explanation of Numbered Components:

①	Date of meeting (in bold print) at which item is introduced. This date does not change if an item is carried over to a subsequent meeting.
②	The item number (in bold print, with word ITEM in all caps) is assigned by the Board Secretary.
③	The title of the item (in bold print and underlined) also serves as the title of the new policy.

SAMPLE 4

⑧ (at page 2)

e.

~~under special circumstances, a student may be permitted to enroll for a number of hours of student teaching not a multiple of 5; e.g., 6 hours, which would require at least 20% more clock hours of actual teaching than the "basic unit" of 5 hours. Such arrangement, however, tends to be the exception rather than the rule.~~

d.

~~whether a student is getting 5, 10, or 15 credits for a given student teaching assignment, certain supervisory factors remain relatively constant: (1) the amount of orientation and consultation prior to taking over the class, and (2) the amount of individual conference time throughout the teaching period.~~

2.

~~On the basis of these assumptions a pay scale, based on a flat fee of \$25.00 plus an additional fee of \$5.00 per credit hour of student teaching registered for, was accepted.~~

3.

~~A student teaching assignment of one unit (the student would ordinarily be registered for 5 credits) would carry a payment to the supervising teacher of \$50.00 (\$25.00 plus 5 times \$5.00); for an assignment of two units (10 credits), the amount would be \$75.00 (\$25.00 plus 10 times \$5.00); for three units (15 credits), the amount would be \$100.00—the maximum which would be paid for any assignment. Payments for student teaching assignments not multiples of 5 will be computed in the same fashion.~~

4.

~~Where more than one supervising teacher is involved in a single assignment, the total amount will be divided among the teachers involved. (Ordinarily, a student should not be expected to work with more than two supervising teachers on any one student teaching assignment.)~~

5.

~~When a student takes two separate units of student teaching under different supervising teachers, the initial orientation and conference fee of \$25.00 will be included in the payment made to each teacher.~~

History:

Executive Council, November 1, 1957; Council of Presidents, Nov. 23, 1981.

(1) Document Set-up Requirements:

Margins	LEFT: 1 INCH RIGHT: 1 INCH TOP: 1 INCH BOTTOM: 1 INCH	LEFT JUSTIFY
Font	ARIAL	
Point Size	12 (this is not pitch)	
Page Numbering	FIRST PAGE = NONE SUBSEQUENT PAGES place page number at bottom center of page(s)	
Header	Second and subsequent pages see below	

Example

ITEM 84-109-R0794- (continued)

July 7-8, 1994

(2) Explanation of Numbered Components:

①	Date of meeting (in bold print) at which item is introduced.
②	The item number (in bold print, with the word ITEM in all caps) is assigned by the campus agenda coordinator.
③	The title of the item and the campus submitting the item (in bold print and underlined) are separated by a semicolon.
④	This section briefly explains the action the Board is authorizing by its approval.
⑤	This section provides a brief background or explanation of the action the Board is being asked to take.

SAMPLE 5 a

MONTANA BOARD OF REGENTS

LEVEL II REQUEST FORM

Item No.: 124-1007-R0704 Date of Meeting: July 8-9, 2004
Institution: The University of Montana--Missoula
Program Title: Graduate Certificate in Natural Resources Conflict Resolution

Level II proposals require approval by the Board of Regents.

Level II action requested (check all that apply): Level II proposals entail substantive additions to, alterations in, or termination of programs, structures, or administrative or academic entities typically characterized by the (a) addition, reassignment, or elimination of personnel, facilities, or courses of instruction; (b) rearrangement of budgets, cost centers, funding sources; and (c) changes which by implication could impact other campuses within the Montana University System and community colleges. Board policy 303.1 indicates the curricular proposals in this category:

- 1. Change names of degrees (e.g. from B.A. to B.F.A.)
- 2. Implement a new minor where there is no major;
- 3. Establish new degrees and add majors to existing degrees;
- 4. Expand/extend approved mission; and
- 5. Any other changes in governance and organization as described in Board of Regents' Policy 218, such as formation, elimination, or consolidation of a college, division, school, department, institute, bureau, center, station, laboratory, or similar unit.

Specify Request:

The University of Montana--Missoula requests permission to create an interdisciplinary graduate certificate in Natural Resource Conflict Resolution based on existing courses.

SAMPLE 5 b

M O N T A N A B O A R D O F R E G E N T S

NEW ACADEMIC PROGRAM PROPOSAL SUMMARY

ITEM 124-1007-R0704

Institution: The University of Montana--Missoula

Program Title: Graduate Certificate in Natural Resources Conflict Resolution

1. How does this program advance the campus' academic mission and fit priorities?

It will integrate teaching, research, and public service through an interdisciplinary program designed to help citizens and leaders resolve natural resource and land use disputes, thereby promoting healthy communities, vibrant economies, and healthy landscapes.

2. How does this program fit the Board of Regents' goals and objectives?

Since it builds on existing courses to provide a unique certificate opportunity, it is cost-effective. It is also interdisciplinary, engaging faculty and students from the School of Law, the College of Forestry and Conservation, the School of Business Administration, and the College of Arts and Sciences.

Finally, it helps The University become more engaged in helping citizens and leaders in Montana solve real-world problems (which also improves teaching and research).

3. How does this program support or advance Montana's needs and interests?

Montana is faced with a stream of disputes over natural resources. By providing tomorrow's leaders in the natural resource profession -- whether they are lawyers, foresters, resource managers, environmental advocates, or business and industry officials -- with a common framework for resolving disputes, the certificate program has the potential to reduce the cost of disputes and thereby improve opportunities to foster healthy communities, vibrant economies, and healthy landscapes.

4. How will this program contribute to economic development in Montana? (Note projected annual economic impact both regionally and statewide.)

It will provide leaders in the natural resource professions with the tools for resolving disputes, thereby reducing the costs of such disputes.

5. What is the program's planned capacity?

• Break-even point?	6.2	FTE students
• Enrollments / year?	5	
• Graduates / year?	5	
• MT jobs / year?	2-3	

6. Resource Allocation:

• Total program budget?	\$25,160
• Faculty FTE?	N/A
• Staff FTE?	.25

7. Does this program require new resources? Yes No

If yes, what is the amount? \$ _____

8. How will the campus fund the program?

The administration of the program will be accomplished through an existing allocation from the Vice President for Research and Development.

The courses required for the program are already being taught, so no new resources are needed.

9. If internal reallocation is necessary, name the sources.

SAMPLE 5 c

Level II Proposal to Establish a Natural Resource Conflict Resolution Certificate

Description of Program

The Natural Resource Conflict Resolution (NRCR) Program will provide graduate students an in-depth knowledge of the theory and practice of building agreements and resolving disputes among people with diverse interests and viewpoints. The program will be administered by one of the participating schools and colleges. The NRCR Program will be co-sponsored by the School of Law, the College of Forestry and Conservation, the School of Business Administration, and the College of Arts and Sciences.

To be admitted to the program, students must first be admitted to a graduate program, such as law, forestry and conservation, environmental studies, public administration, and so on. Students interested in the NRCR Program must then meet with the program director to review the program requirements and discuss potential opportunities for a “practical experience.” Students are required to submit a short application. The applications will be reviewed and acted upon by an Admissions Committee of the faculty.

The requirements for the NRCR Program (an 18 credit curriculum) will be embedded within a student’s graduate program. In some cases, students may be required to spend additional time and effort to achieve the level of specialization offered by the NRCR Program. Graduate students who complete the necessary requirements of the NRCR Program and their respective graduate program will be awarded a Certificate of Achievement in Natural Resource Conflict Resolution.

1. Pedagogical Objectives and Competencies

The Natural Resource Conflict Resolution Program is designed to foster an appreciation and working knowledge of the theoretical and practical aspects of preventing and resolving disputes related to social, economic, and environmental interests.

Theoretical Principles and Concepts

- The history and sources of conflict.
- The legal, institutional, political, and cultural context of natural resource and environmental conflicts and their resolution.
- Alternative approaches to govern natural resources, engage citizens in public decisions, and resolve natural resource and environmental conflicts.
- The role of scientific experts and technical information in shaping public policy and resolving natural resource and environmental disputes.
- Development and analysis of policy options.
- The conceptual framework for multi-party negotiation, defined as inclusive, informed, deliberative approaches to public dialogue
 - Key principles for two-party and multi-party negotiation
 - Four phase process for public dialogues
 - The roles “participants” versus “process managers”

- The application of multi-party negotiation theory to:
 - Community-based collaboration
 - Planning and environmental impact assessment
 - Administrative rulemaking
 - Policy dialogues
 - Inter-agency coordination
 - Multi-jurisdictional disputes
 - Court-annexed alternative dispute resolution
- Alternative methods to evaluate the effectiveness of collaboration and other approaches to shape public policy and resolve natural resource disputes

Practical Skills and Abilities

- Assess the situation
 - Identify issues and interests
 - Clarify options for citizen participation and public dispute resolution
 - Determine if and when negotiation, collaboration, or consensus building is appropriate
- Design the process
 - Tailor the process to meet the needs and interests of stakeholders, and in a way that respects legal, political, biological, and other constraints
 - Determine who needs to be involved
 - Clarify the role of public officials, scientific and technical experts, and others
 - Clarify what issues will be addressed, and in what sequence
 - Identify what information is needed, and how it will be gathered, analyzed, and interpreted
 - Clarify how decisions will be made, and what will happen if there is no agreement
 - Develop strategies to keep constituents and the general public informed, and to seek their input
- Deliberate and Decide
 - Clarify participant's interests and best alternatives to a negotiated agreement;
 - Create value through brainstorming and other techniques;
 - Claim value by identifying issues and interests that people value differently;
 - Sequence issues and package alternatives
 - Manage communications between representatives and their constituent groups in a way that maintains the flow of information and facilitates organizational commitment to the decision
 - Manage effective meetings
- Respond to Common Problems
 - Link multi-stakeholder dialogues to larger public participation processes
 - Engage unaffiliated citizens
 - Manage scientific and technical uncertainty through joint fact finding
 - Deal with difficult people

- Link the outcomes of ad hoc collaborative processes to formal decision-making processes
- Monitoring and evaluating implementation through adaptive management.

2. Requirements

Graduate students enrolled in the Natural Resources Conflict Resolution Program must complete the following 18-credit curriculum:

LAW 613	Natural Resource Dispute Resolution	3 credits
FOR 473	Collaboration in Natural Resource Decisions	3 credits
LAW/FOR/EVST/BUS/COMM	Practical Experience ⁽¹⁾	3 credit

Choose 9 credits from at least two different departments or schools, to be approved by the program director and the dean of the participating school or college. Suggested courses follow:

- LAW 672 Alternative Dispute Resolution 3 credits
- LAW 641 Negotiation 2 credits
- COMM 595 Rhetoric and Environmental Decisions 3 credits
- EVST 531 Citizen Participation in Environmental Decisions 3 credits
- FOR 595 Advanced Problems in Natural Resources Policy 3 credits
- Other courses Upon approval of the Faculty Advisory Committee and the Academic Oversight Committee

All of these courses are currently available on the Missoula campus.

Documented Need

As citizens and leaders struggle to integrate social, economic, and environmental interests with the intent of sustaining both communities and landscapes, the governance of natural resources is increasingly defined by an endless stream of disputes. These disputes are often characterized by multiple parties, competing values and interests, changing demographic and economic variables, complex scientific and technical information, fragmented political geography, conflicting legal mandates, and concern over the fundamental question of who should decide how resources should be used. During the past 30 years, people who care about natural resources and sustainable development have realized that one of the most effective ways to resolve these types of disputes is through negotiation, collaboration, and consensus building. These processes are becoming more common throughout North America as well as the world.

¹ To test and refine the knowledge, skills, and abilities they have learned in the classroom, students will be required to gain “real-world practical experience” that provides a balanced view of all viewpoints in natural resource and environmental conflict resolution. This requirement will be fulfilled through an appropriate internship, clinic, or other venue, culminating in a project that allows the student to demonstrate a balanced understanding of the issues. Students will work with the program director to identify appropriate practical experiences, using the Internship Office and other university resources. The program director and the student’s primary advisor must approve the practical experience prior to initiation. After the real-world experience, the student must prepare and present a written memorandum that critically reflects on the practical experience within the context of the theory and skills they have learned through the academic courses. Students must present their findings and conclusions at an appropriate colloquium that would be open to anyone who would like to participate. The memorandum should be about ten pages, and will be reviewed by the program director.

Consequently, it is imperative that future leaders in the natural resource profession have a working knowledge of the theory and practice of such processes.

Surprisingly, there is no academic program within an institution of higher learning in the Rocky Mountain West that specializes in research and education on the most effective ways to resolve natural resource and environmental conflicts. The University of Montana, with the active support of an interdisciplinary team of faculty from its School of Law, College of Forestry and Conservation, School of Business Administration, and the College of Arts and Sciences, proposes to create a Natural Resource Conflict Resolution Program at The University of Montana, Missoula. Given the uniqueness of such a program in the Rocky Mountain West, along with the tremendous resources available at UM and throughout Montana, such a Program has the potential to emerge into a “destination” program at UM.

Additional Courses

No additional courses are required to establish the proposed program. However, there is some interest among a number of faculty in developing a course (down the road) on international, cross-cultural environmental conflict resolution, and some of the faculty have already started talking about how to revise their courses to create a more robust curriculum.

Adequacy of Current Resources

The costs to initiate and administer this program (staff time, brochures, web site) will be absorbed by the Vice President for Research and Development.

Accreditation Status

Not applicable.

Assessment Plan

The Deans of the School of Law, College of Forestry and Conservation, and the College of Arts and Sciences, along with the Dean of the Graduate School, will serve as the *Academic Oversight Committee*. The Committee will meet at least once every year to review the academic integrity and success of the program, and respond as necessary to any issues or concerns. The Committee will include:

E. Edwin Eck, Dean, School of Law
Perry Brown, Dean, College of Forestry and Conservation
Jerry Fetz, Dean, College of Arts and Sciences
Larry Gianchetta, Dean, School of Business Administration
Dave Strobel, Dean, Graduate School

Interested faculty from each of the co-sponsoring academic units will serve on a *Faculty Advisory Committee*, periodically meeting to assess progress and to identify and resolve problems. To date, the following faculty have agreed to participate on the *Faculty Advisory Committee*:

Jill Belsky, Professor, Department of Society and Conservation
Jim Burchfield, Associate Dean, College of Forestry and Conservation
Len Broberg, Associate Professor, Environmental Studies Program
William Corbett, Professor, School of Law
Maureen Fleming, Professor, Department of Marketing and Management
John Horwich, Professor, School of Law
Charles Keegan, Research Professor, School of Business Administration
Martin Nie, Assistant Professor, Department of Society and Conservation
Steve Schwarze, Associate Professor, Department of Communication Studies
Fritz Snyder, Associate Dean, School of Law
Jon Tompkins, Chair, Department of Political Science

To demonstrate achievement of the pedagogical objectives and competencies, each student enrolled in the program will be required to develop a portfolio of the activities they participate in relative to the program. The portfolio may include research papers, letters of reference from faculty or employers, presentations, conferences attended, and so on.

Additional Faculty Requirements

None.

Impact on Facilities

None.

Cost Analysis

No new resources are required to create and administer this program. The costs to initiate and administer the program (staff time, brochures, web site, and so on) will be absorbed by the Vice President for Research and Development.

Resident Graduate tuition (\$3812.40 for 12 credit hours/year) for 5 students in the first year (\$19,062) and 10 students in the subsequent years (\$38,124) will offset costs of the program (.25 FTE administrator = \$23,660; communications costs \$1500).

Enrollment Impact

As mentioned above, there apparently is no academic program in the Rocky Mountain West that focuses on natural resource and environmental conflict resolution. Given the growing number and intensity of such disputes, both regionally and around the globe, this program has the potential to become a “destination” program. In the future, people from different disciplines, sectors, and countries are likely to come to The University of Montana specifically to take advantage of the university’s emerging expertise in all aspects of preventing and resolving disputes involving social, economic, and environmental interests.

The first year enrollment is expected to be five students, and the second year enrollment is expected to be 10 students. The maximum enrollment given current available resources is 10 students.

As explained above, students must first be admitted to a graduate program, such as law, forestry and conservation, environmental studies, public administration, and so on. Students interested in the NRCCR Program must then meet with the program director to review the program requirements and discuss potential opportunities for a “practical experience.” Students will be required to submit a short application to the program describing their background, aspirations, and how this program may help them achieve their goals.

Students who complete the program will receive a Certificate of Achievement in Natural Resource Conflict Resolution, which will help them communicate to future employers that they have acquired a working knowledge of the theory and practice of preventing and resolving natural resource disputes. Given the controversies around natural resources, this is an increasingly valuable, if not imperative, set of skills for people who plan to work in any natural resources arena.

Relationship to Other Campus Programs

The NRCCR Program is an interdisciplinary program, will be administered by one of the participating schools and colleges--School of Law, College of Forestry and Conservation, School of Business Administration, and the College of Arts and Sciences.

Relationship to Other Institutions

Not applicable.

Description of Proposal Development Process

The Director of the Public Policy Research Institute consulted with all of the deans and faculty mentioned above, along with the Provost, in developing this proposal. He also consulted with colleagues at the MIT-Harvard Program on Public Disputes, the University of Virginia’s Institute for Environmental Negotiation, and the University of Michigan’s School of Natural Resources and Environment.

SAMPLE 5 d

**Budget Assumptions
B.S. Natural Horsemanship
The University of Montana-Western**

Line items:

1. Use of Current Operating Funds

One-Half Quist salary/benefits + annual phone/data cost, incremented by 3 percent annually.

2. State Funding for Enrollment Growth

Factored in beginning year 3, per budget instructions formula

3. Tuition Revenue

Gross Incremental Tuition Revenue

Assumes 70% in state/30% out of state (one half of out of state WUE) with 70% lower division students and 30% upper division students and tuition increases of three percent per year beginning in year 2.

4. Reductions to Incremental Tuition

Reduction is taken at 60 percent after first year to cover estimated costs of academic and institutional support, fee waivers, and enrollment and expenditure contingencies. \$10,000 used in first year.

5. Program fees

No need for a program fee is currently anticipated

6. External funds

Arena space: \$100/hr X 18 hrs (1block course) X 2 courses = \$3,600 per semester X 2 semesters in year 1; 3 per semester in year 2 and 4 in years 3-5

Instructor costs: \$40/hr 3.5 hours (1/2 hour prep hence 3.5) = \$140/day X 18 days = \$2520 X number of courses shown above in *Arena space*. Inflation figured at 3 percent per year after first year.

7. Total Estimated Revenue

Calculated as C (Net Applied Revenue) + External Funds

8. Estimated Incremental Revenue

Personal Services

FTE

Please see my notes in the budget for my explanation and calculation. .50 UMW is ½ of Quist salary throughout with 3% increase as in **Revenue** above, growing to a 1.00 FTE in year 5, but additional .5 FTE is calculated at part time rate; La Cense increase is calculated at University formula; i.e., 1 course = ¼ time

Cost

Calculated as total of UMW instructor costs + La Cense instructor costs

Operating Expenses

- Supplies, etc. @\$1400 per year each year
- Phone/data @ \$384 per year each year
- Library @ 800 per year for years 1&2; @ \$500 per year for years 3-5
- Accreditation visit expenses in year 2 of \$2,400 (based on information from Sally Munday for 2 evaluators)
- Marketing@ \$2000 year one only
- Computer/printer in year 5 to support additional FTE@ \$2000

ITEM 126-1601-R0105

Budget Analysis

**Proposed Program: BS, Natural Horsemanship
Campus: The University of Montana-Western**

		Year 1	Year 2	Year 3	Year 4	Year 5					
Estimated Enrollment											
FTE Enrollment		10	20	30	40	40					
Estimated Incremental Revenue											
Use of Current General Operating Funds		\$24,358	\$25,077	\$25,818	\$26,581	\$27,366					
State Funds		0	0	0	0	0					
State Funding for Enrollment Growth				\$38,280	\$38,280	\$76,560					
Tuition Revenue											
A. Gross Incremental Tuition Revenue		\$35,710	\$73,563	\$113,655	\$140,478	\$144,692					
B. Reductions to Incremental Tuition	@ 60%	\$10,000	\$44,138	\$68,193	\$84,287	\$86,815					
C. Net Applied Tuition Revenue (A-B)	→	\$25,710	\$29,425	\$45,462	\$56,912	\$57,897					
Program Fees		0	0	0	0	0					
External Funds (La Cense arena space & donated instructor time)		\$7200/arena + \$10,080 instructor time = \$17,280	\$11,124 arena + \$15,574 instructor time = \$26,698	\$15,277 arena + \$21,383 instructor time = \$36,660	\$15,735 + \$22,024 = \$37,159	\$16,207+ \$22,685 = \$38,892					
Other Funds		0	0	0	0	0					
TOTAL Estimated Revenue (C + External?)		\$42,990	\$56,123	\$82,122	\$94,071	\$96,789					
Estimated Incremental Expenditures											
		FTE	Cost	FTE	Cost	FTE	Cost	FTE	Cost	FTE	Cost
Personal Services (initial .50 full time/remaining FTE at part time rate of \$2520 per class for La Cense)		.50 UMW + .75 La Cense	\$23,974 + \$10,080 = \$34,054	.50 UMW + 1.00 La Cense	\$24,693 + \$15,120 = \$39,813	.50 + 1.25	\$25,434 + \$20,160 = \$45,594	.75 + 1.25	\$28,597 + \$20,160 = \$48,757	1.00 + 1.25	\$30,997 + \$20,160 = \$51,157
Operating Expenses (Library acquisitions, supplies & phone/data costs; accreditation visit in year 2; computer/printer year 5)		\$2,584		\$4,984		\$3,184		\$3,184		\$3,184	
Equipment		0		0		0		0		\$2,000	
Start-up Expenditures (marketing)		\$2,000									
TOTAL Estimated Expenditures		\$38,638		\$44,797		\$48,778		\$51,941		\$56,341	
Estimated Revenues Over/Under (-) Expenditures		\$4,352		\$11,326		\$33,344		\$42,130		\$40,448	

(1) Document Set-up Requirements:

Margins	LEFT: 1 INCH RIGHT: 1 INCH TOP: 1 INCH BOTTOM: 1 INCH	LEFT JUSTIFY
Font	ARIAL	
Point Size	12 (this is not pitch)	
Page Numbering	FIRST PAGE = NONE SUBSEQUENT PAGES place page number at bottom center of page(s)	
Header	Second and subsequent pages see below	

Example

ITEM 84-109-R0794- (continued)

July 7-8, 1994

(2) Explanation of Numbered Components:

①	Date of meeting (in bold print) at which item is introduced.
②	The item number (in bold print, with the word ITEM in all caps) is assigned by the campus agenda coordinator.
③	The title of the item and the campus submitting the item (in bold print and underlined) are separated by a semicolon.
④	This section briefly explains the action the Board is authorizing by its approval.
⑤	This section provides a brief background or explanation of the action the Board is being asked to take.

SAMPLE 6

① May 19-20, 1999

(ONLY one line between paragraphs as shown)

② ITEM 103-1501-R0599 ③ Authorization to Expend Student Computer Fees;
Montana Tech of The University of Montana

④ **THAT:**

The Board of Regents authorizes, in accordance with Montana University System Policy 940.23, the expenditure of approximately \$115,000 of student computer fees to develop and network microcomputer laboratories at Montana Tech.

⑤ **EXPLANATION:**

Proposed plan calls for the purchase of Pentium based PC's along with peripheral and output devices. In addition, network servers, switches, and wiring will be upgraded in key locations to accommodate increased usage. The new PC's will be placed in Tech's PC labs. The machines currently in the PC labs will be distributed to other on-campus labs. The net effect of this purchase is to provide state-of-the-art, uniform microcomputer equipment and peripherals in the majority of student labs.

Tech's microcomputer proposal was developed in conjunction with and was unanimously approved by the campus-wide Computer Committee which is comprised of the appropriate student representatives as authorized by Montana University System Policy 940.23.

SAMPLE 7

①September 23-24, 1999

(ONLY line between paragraphs as shown)

②ITEM 104-2302-R0999

③Authorization for Montana State University to Grant a Right-of-Way Easement to the Mid-Rivers Telephone Cooperative, Inc. for Installation of Fiber Optic Cable on the Eastern Agricultural Research Station; Montana State University, Agricultural Experiment Station

④**THAT:**

The Board of Regents of Higher Education authorizes Montana State University to execute a Right-of-Way Easement with the Mid-Rivers Telephone Cooperative, Inc. on the Eastern Agricultural Research Station in Richland County, Montana.

⑤**EXPLANATION:**

The Mid-Rivers Telephone Cooperative, Inc. requests an easement for laying of fiber optic, copper and coaxial cable on the Eastern Agricultural Research Center as part of its initiative to provide state of the art telecommunications services to the area. The wiring of the buildings will be provided without charge to EARC. The advantages to EARC are access to an improved level of telecommunication services in the future. Currently, EARC purchases telephone services from another national provider. It is hoped that once wired, EARC will be able to purchase telephone services from Mid-Rivers at a lower rate.

(1) Document Set-up Requirements:

Margins	LEFT: 1 INCH RIGHT: 1 INCH TOP: 1 INCH BOTTOM: 1 INCH	LEFT JUSTIFY
Font	ARIAL	
Point Size	12 (this is not pitch)	
Page Numbering	FIRST PAGE = NONE SUBSEQUENT PAGES place page number at bottom center of page(s)	
Header	Second and subsequent pages see below	

Example

ITEM 84-109-R0794- (continued)

July 7-8, 1994

(2) Explanation of Numbered Components:

①	Date of meeting (in bold print) at which item is introduced.
②	The item number (in bold print, with the word ITEM in all caps) is assigned by the campus agenda coordinator.
③	The title of the item and the campus submitting the item (in bold print and underlined) are separated by a semicolon.
④	This section briefly explains the action the Board is authorizing by its approval.
⑤	This section provides a brief background or explanation of the action the Board is being asked to take.

PLEASE NOTE: information items may also be presented in memo format.

SAMPLE 8

July 6-7, 2000

(ONLY one line between paragraphs as shown)

ITEM 108-1002-R0700

Digital Television Applications and Modification; The University of Montana-Missoula

THAT:

FOR INFORMATIONAL PURPOSES ONLY—

Montana PBS stations KUFM-TV, Missoula, and KUSM-TV, Bozeman, have applied for modifications to their existing television licenses that allow them to capture the allocated DTV channels in their cities of license. The stations have until May 2003 to activate DTV service. A proposal for State funding (\$2.5 million) has been prepared for the Governor's office for inclusion in his executive budget.

ROOM CONFIGURATION FOR BOARD OF REGENTS MEETINGS

The room configuration for Board of Regents meetings (shown on the next page) is followed as closely as possible by the host campus. The Commissioner's Office works with each campus prior to a meeting to coordinate other room requirements.

Rooms needed for each Board meeting:

<input checked="" type="checkbox"/>	One Large room for full Board meeting (seating for 75 to 100 people) 2 full days (*MAS lunch on Friday may be held here also)
<input checked="" type="checkbox"/>	Small conference room for executive session (seating for 10) Friday at 12:00 p.m.
<input checked="" type="checkbox"/>	Other rooms for luncheons, dinner, receptions, etc., at discretion of campuses

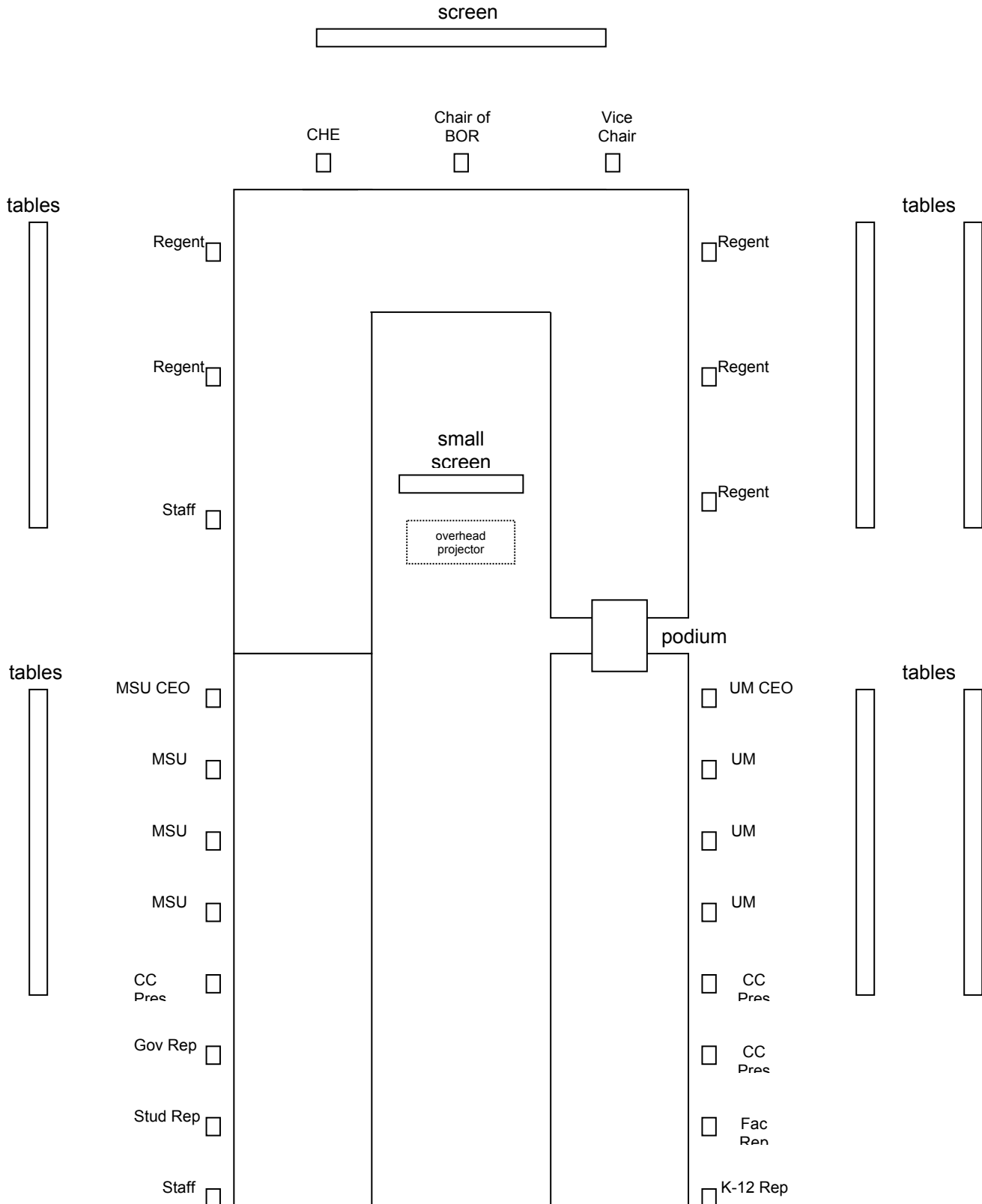
* Please note that the student lunch with the Regents on Friday, may take place in the main meeting room, unless a campus wishes to hold it elsewhere.

Arrangements to be made by campuses

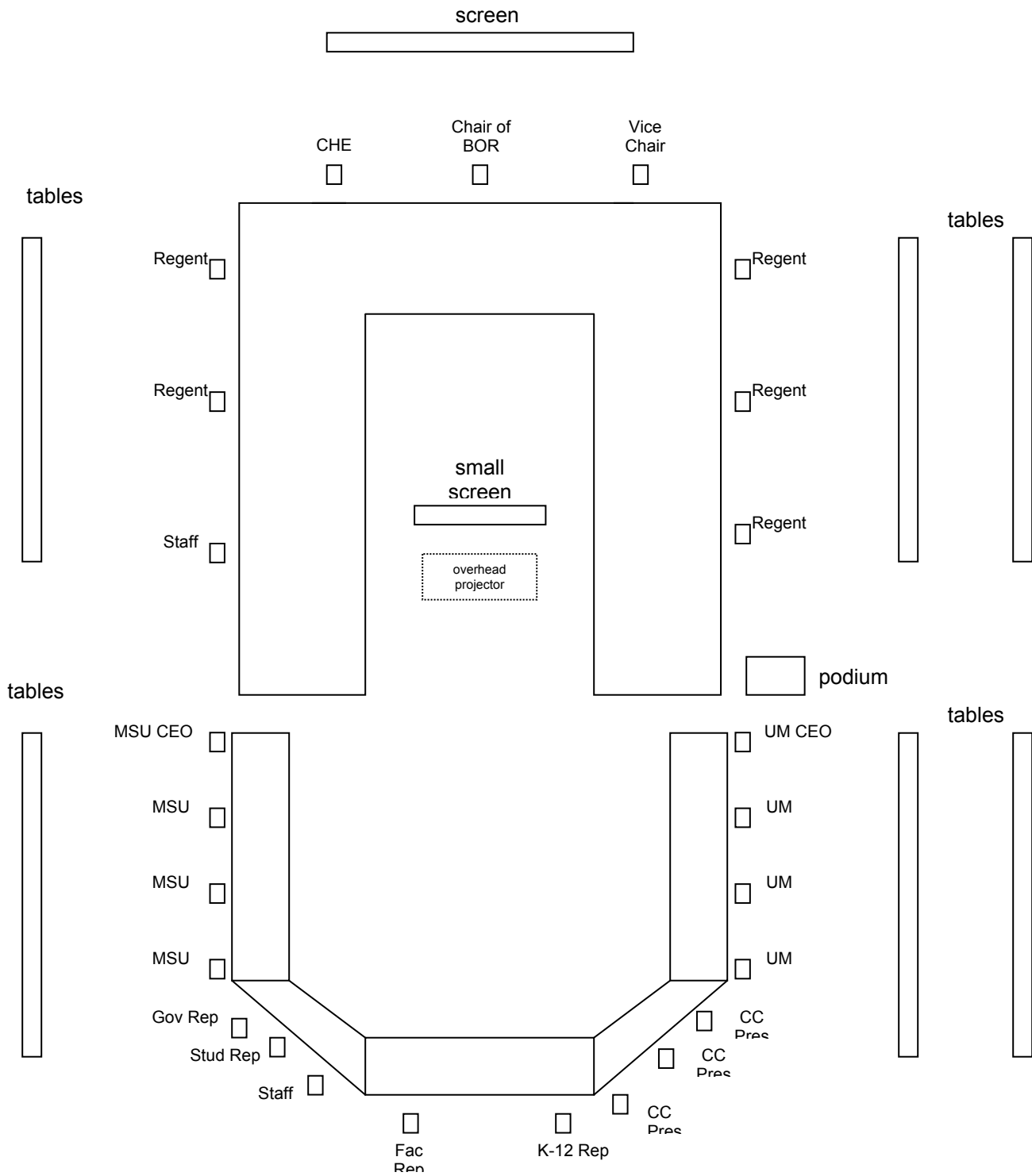
<input checked="" type="checkbox"/>	Meeting rooms for Wednesday meetings of campus CAOs, etc. (About six) (Arranged by campuses and Deputy Commissioner for Academic and Student Affairs)
<input checked="" type="checkbox"/>	Thursday and Friday continental breakfast for attendees (if feasible) or coffee, juice and water
<input checked="" type="checkbox"/>	Thursday lunch for Regents and Faculty Senate representatives (20).
<input checked="" type="checkbox"/>	Friday morning breakfast for local Business Leaders and Legislators with Regents and CEOs
<input checked="" type="checkbox"/>	Campus sends invitation letters to local civic and business leaders for Friday morning breakfast.
<input checked="" type="checkbox"/>	Friday 38 box lunches for Student Representatives, Regents, and CEOs
<input checked="" type="checkbox"/>	Water at tables during meetings
<input checked="" type="checkbox"/>	Public Address System (See room layout) (OCHE has microphones available)
<input checked="" type="checkbox"/>	Any Thursday evening activities (discretion of campus)
<input checked="" type="checkbox"/>	Table set-up according to accompanying layout

ROOM CONFIGURATION FOR BOARD OF REGENTS MEETINGS

Board of Regents Room Setup



Board of Regents
Room Setup2



APPENDIX

MISCELLANEOUS INFORMATION

- Memo from Deputy Commissioner Joyce Scott re: Clarification of Level I and Level II items.
- Levels of Academic Proposals
- Academic Program Approval Process
- Program Termination Checklist
- Academic Program Taxonomy
- Montana University System: Program Review
- Sample Campus Report for Board of Regents' Meetings
- Due Dates of Annual Reports
- Personnel Policies 711.1, 711.2, 711.3, and 711.4

Revised: May 15, 1999

TO: Academic and Student Affairs Committee, Montana Board of Regents
FROM: Joyce A. Scott, Deputy Commissioner for Academic and Student Affairs
RE: Clarification of Level I and Level II Items

I get many requests from campuses to treat as Level I, items that are not sanctioned under the present Level I-II Guidelines (attached). For instance, "deleting options" is specified at Level I and "termination of programs" is prescribed as Level II.

When I review previous Level I memos, I find that predecessors from time to time "terminated" programs by that process [2 certificates, an AA and AAS from 97 forward]. There have been several requests to terminate **programs** via Level I recently. Where campuses have expressed a need for haste, I have used the moratorium policy to slow them and pace the program closure to fit Level II requirements.

For several months I have studied the Montana University System Degree and Program Inventory and worked with campus personnel to reconcile it to policy and Regents' actions. Based on this study, I would like to suggest an approach to expedite program termination.

We must take into account the public interest, provide adequate notice and assure that campuses have made adequate provision for enrolled students to complete programs. Could we facilitate more rapid program closure without depriving the public of appropriate due notice? Perhaps by a program closure checklist and a two-step public announcement process moving from ~~Notice of Intent~~ **Submission** in one Board of Regents meeting to an Action item at the next meeting? Alternately, one might use a one-meeting process if the checklist required and the campus would document 30-60 days of public notice about program termination prior to the Board meeting at which formal action would be taken.

If the Academic and Student Affairs Committee is interested in this revision, I will consult with the Chief Academic Officers in designing a checklist and revision to the Level I-II Guidelines. This could be ready for Committee review and action in July.

pc: Commissioner Crofts
Chief Academic Officers

LEVELS OF ACADEMIC PROPOSALS

Level I proposals are those which may be approved by the Commissioner of Higher Education or his designee.

The approval of such proposals will be conveyed to the Academic and Student Affairs Committee of the Board of Regents at the next regular meeting of the Board.

This level of proposals includes relatively minor campus initiatives typically characterized by minimal cost, clear adherence to approved campus role and scope statements, and the absence of programmatic impact on other institutions within the system.

Examples of Level I proposals include:

- re-titling of existing majors, minors, options
- deleting options
- new minors where there is a major
- departmental mergers and name changes
- program revisions

Level II proposals are those which require approval by the Board of Regents. Board policy 303.1 indicates the curricular proposals in this category:

- new certificate programs, degrees, and addition of majors to existing degrees
- options within majors
- minors where a major does not exist
- changes in the names of degrees
- termination of programs

ITEM 104-105-R0799 Approval of Proposed Policy 301.12

301.12 Undergraduate Degree Requirements: Associate Degrees

Effective July 11, 1997; revised July 9, 1998

Board Policy:

1. Units of the Montana University System and the publicly-funded community colleges may offer the associate of arts, the associate of science, and the associate of applied sciences degrees and certificates of completion in those academic and occupational areas approved by the Board of Regents.
2. Requirements for associate degrees offered by units of the Montana University System and the community colleges are differentiated by type of degree, as follows:
 - a. The associate of arts or the associate of science degree is normally limited to 60 semester credits. The program of study is designed for transfer to a four-year institution and includes an approved general education core. The degree title carries no designation of field of study except as provided in item 3 below. Similarly, a program may exceed the 60-semester hour limit as provided in item 3 below.
 - b. The associate of applied science degree must comprise a minimum of 60 semester credits and is limited to a maximum of 72 semester credits. The program of study is designed to prepare individuals for employment and contains sufficient general education or related education courses to satisfy regional accreditation association requirements. The degree title always carries a designation of the field of study.
3. In rare cases, there may be reason to permit more than 60 semester credit hours and/or designation of field of study with the associate of arts or associate of science degree title. The unit requesting modification of degree requirements, should address its request through the Deputy Commissioner for Academic and Student Affairs. Upon receipt of such a request, the Deputy Commissioner shall refer it to the Two-Year Committee for review and may take it to the Academic and Student Affairs Sub-committee of the Board of Regents for final disposition.
 - a. If a unit of the Montana University System or one of the community colleges can demonstrate that external specialized accreditation requirements call for more than 60 semester hours of credit for the associate of arts or science degree, it may request modification of degree hours as outlined above.
 - b. If a unit of the Montana University System or one of the community colleges can demonstrate compelling, externally imposed requirements for the designation of field of study, it may request modification of degree title as outlined above.

History:

Action of the Board of Regents to adopt Two-Year Committee recommendations, July 11, 1997; amended by action of the Board of Regents July 9, 1998.

[Table of Contents](#) or [Section 300 Contents](#)

ACADEMIC PROGRAM APPROVAL PROCESS

1. Submission to CAOs:

A campus desiring to present formally for approval a proposal must submit the full proposal in a timely fashion for distribution to the Board of Regents, Commissioner's staff, and the chief academic officers of the campuses for consideration at the next meeting of the Board. (See calendar of due dates). The proposal shall be submitted in the format provided by the Office of the Commissioner. Proposals will first go through the Deputy Commissioner and the CAOs for deliberation and recommendations. Proposals at the start of the review process will be noticed publicly via the Level I memo, and then the proposals will appear in full on the Board submission agenda for the following meeting, moving to the action agenda at the next meeting.

2. Action:

The proposal will be placed on the Action agenda for the next meeting of the Board of Regents. At that meeting, the staff of the Office of the Commissioner will make a formal recommendation for action to the Board. The originating campus will be prepared to respond to questions from members of the Board of Regents and will indicate any changes or revisions to the proposal based upon discussion at the previous meeting. Other campuses may comment with regard to questions or concerns raised at the previous meeting and offer any final institutional perspective.

Office of the Commissioner of Higher Education Program Termination Checklist

Pursuant to recommendations of the Montana University System Chief Academic Officers and approved by the Montana Board of Regents for Higher Education, an institution may request that an academic program be terminated under the Level I change process. In such cases, the institution should publish in the Board of Regents Agenda a Notice of Intent 60-days before the desired date of termination. Thereafter, the institution should pursue and document completion of the Program Termination Checklist and submit it to the Office of the Commissioner of Higher Education so that a Level I program change may be effected.

Phase I:

1. Research the programs of study for all students currently enrolled in program and define a reasonable deadline for degree completion for all current students. Plan course offerings accordingly.
2. Notify affected program faculty of impending layoff and timing based on reasonable program completion for existing students (both verbally and in writing).
3. Meet with students to discuss program completion deadlines, course scheduling, and options.
4. Notify all internal curriculum committees and Faculty Senate of impending program closure.
5. Notify Faculty Union (where applicable).
6. Notify public advisory committee for program (where applicable).
7. Submit Notice of Intent for publication in Board of Regents Agenda at least 60 days prior to requested date for termination. The purpose here is to ensure adequate public notice.

Phase II:

8. Notify high school counselors, feeder colleges, and other constituents.
9. Submit new catalog copy indicating planned program closure and ensuring current students they will be able to complete their program within a reasonable deadline.
10. File Level I request for Program Termination and documented checklist with Office of Commissioner of Higher Education.
11. Level I Memo published to the Board of Regents and Montana University System.

Academic Program Taxonomy

Major: A designated and coherent sequence of courses in a discipline, related disciplines, or professional area in which a student concentrates as a part of a baccalaureate degree program. The requirements of the major are usually defined by one academic department, but may be defined jointly by two or more departments in the case of an interdisciplinary major. Majors may range from 30 to 48 semester hours, half of which must be at the upper division level. Study in the major will conclude with a capstone, integrating experience in which the knowledge and skills learned in the major are applied or demonstrated.

Extended Major: Where required by professional expectations or specialized accreditation standards, extended majors may be offered in undergraduate programs. The extended major may require up to 80 hours.

Minor: A designated and coherent sequence of courses in a discipline, related disciplines, or professional area which provides support or enhancement of a student's major in a baccalaureate program. Minors may range from 18 to 30 semester hours of credit, one-third of which must be at the upper division level.

Option: One of two or more alternative tracks available to students in an undergraduate minor or major or graduate degree program. Each option consists of a core of required courses in the program plus required and/or elective courses in the specialty area indicated by the title of the option. The core of required courses must constitute at least one-third of the hours required for the program.

MONTANA UNIVERSITY SYSTEM: PROGRAM REVIEW

I. Background

An Academic Program Review process was completed in 1994-95 and included review of 103 programs on the four-year campuses. Recommendations went to the Board of Regents in two phases. Five types of recommendations were presented:

- **Retain:** program has sufficient productivity, centrality to mission, and quality to be retained.
- **Eliminate:** program has insufficient productivity, quality or merit from the campus' perspective to warrant continuation. (Campuses may use the Level I termination process and the closure checklist.)
- **Consolidate:** curriculum was restructured to reduce the number of programs; e.g., bachelor's of arts in art, drama, and dance reconfigured into a single bachelors of fine arts program.
- **Quantitative review:** program sufficiently close to numerical standards to make it possible for standards to be met in two years. Productivity was reviewed at the end of AY 1996-97. (year). Programs that met the numerical standards for a five-year average were continued.²
- **Review:** some programs underwent focused evaluation, with the use of external consultants, to determine if a credible action agenda could be developed to attain the numerical standards. With Regents approval, a program could undergo quantitative review after two years.³

For the 1999-2000 program review, the chief academic officers agreed to add a sixth category:

- **Convert:** when an option shows a sustained rate of graduates (completions) sufficient to meet quantitative criteria for a major, it may be converted to a major through the Level I or II process.

II. Preparation for the 1999-2000 Review Process

As a first step, OCHE consulted with campuses in summer 1999 to update Degree and Program Inventories. In September, OCHE distributed corrected inventories to each campus to collect degree completion data for the past six years for all programs and options.

- A. Identifying Programs for Review. When the completion data are returned, OCHE will review them and other data with the campuses to identify.
1. Programs that fall below the annual quantitative thresholds of five or fewer graduates for bachelor's, three or fewer for master's, and one or fewer for doctoral programs on a rolling five-year average,
 2. Options that are sufficiently productive to be authorized as & converted to majors,
 3. Areas of instruction where overall enrollments (measured in FTE or SCH generated) have decreased by 20 percent or more in the past five years.

² Programs that came close to meeting productivity standards--that were central to the campus mission--could be recommended for continuation. Additional criteria to be used in that determination: trend lines of number of graduates, enrollments by class rank or years in the program; economic cycles or other uncontrollable factors that could temporarily impact productivity; and need for graduates of the program in the Montana economy.

³ If the Regents did not approve the action agenda, the program was eliminated. Focused evaluations were completed by December 1995.


MONTANA UNIVERSITY SYSTEM: PROGRAM REVIEW--2

B. Special Purpose Programs. In addition, campuses will be asked to identify other programs that serve a special purpose in the curriculum such as

1. Master's programs that serve as an alternate degree to the doctorate, provided the doctoral degree itself is not on the low degree list;
2. Programs that are formed of dual majors—comprised solely of program requirements from accredited programs not on the low degree list;
3. Programs that are central to institutional mission; and
4. Programs that lack at least a three-year history.

III. The 1999-2000 Review Process

The Review of four-year campuses, including colleges of technology, will occur in fall 1999 according to schedules worked out in consultation with the two universities. Also during the fall, OCHE will work with the community colleges to ascertain their interest in participating, perhaps in spring 2000. Special considerations affecting two-year campuses and programs are outlined in section V below.

 The University of Montana and Montana State University will prepare a report to OCHE on programs with low graduation rates or declining enrollments. From these documents, OCHE will prepare a report to the Board of Regents. Reports should be brief, submitted electronically, and include the following:

- A. A list of individual programs proposed for discontinuation from each constituent college or campus, along with a timetable and the program termination checklist outlining how students currently enrolled in the program will be accommodated for degree completion.

For programs with low productivity or declining enrollment that the institution wishes to retain or consolidate, a written analysis addressing the review factors and offering a rationale for retaining or consolidating the program (limit to 5 pages).

IV. Factors for the Review of Programs with Low Graduation Rates or Declining Enrollment

A. Centrality to Mission

1. Discuss the centrality of the program to the mission and priorities of the institution as reflected in its mission statement and institutional plan.
2. Identify any adverse effects that program discontinuation would have on the institution's mission, programmatic priorities or plans.

B. Need and Unnecessary Duplication

1. Indicate how the program responds to state and regional social or economic needs and priorities. Identify any adverse effect that discontinuation of the program would have on the state and/or region.
2. If similar programs exist at other Montana institutions, discuss the rationale for retaining the program, including any known differences among the programs.

MONTANA UNIVERSITY SYSTEM: PROGRAM REVIEW--3

C. Quality

1. Cite evidence available as to the quality of the program (e.g., accreditation reports, accomplishments of faculty and graduates, etc.).
2. Identify any adverse effects that discontinuation of the program would have on the academic quality of the institution or accreditation of institutional programs.

D. Enrollment

1. Indicate which enrollment factors should be considered, in addition to degree productivity, to assess the level of student interest and involvement in the program. Provide supporting data, including at a minimum a five-year history of program enrollment (majors) and course enrollment for all specialized courses required for the program.
2. If the program were discontinued, identify which courses would be discontinued and which have to be retained to serve other program or general education requirements.

E. Resources

1. Identify the resources required to operate this program. Please include a description and cost of faculty and staff positions, other personnel, equipment, and facilities when there are identifiable facilities costs associated with a program.
2. Estimate the programmatic resources that could be reallocated if this program were discontinued and those that could not (please explain).

- F. Other - Additional information may be submitted if there are important factors not addressed above.

V. **Factors for the Review of Two-Year Programs**

Two-year programs in the Montana University System will submit a two-part report to the Office of the Commissioner, through the normal reporting channels. Part I will be submitted through academic officers in the first round and will include:

- Fall enrollment in each AAS, AA, AS, and certificate program for the last six years beginning with the Fall semester of 1994.
- The number of degrees or certificates awarded annually in each program for the last six years. Count degrees or certificates awarded during the summer in the previous academic year. When the certificate is awarded after the student has completed the first year of the associate degree program requirements, the enrollments and number of awards may be consolidated into a single report.
- A list of programs discontinued since the Fall of 1994 and new programs begun since 1994.
- A statement about what the institution or campus considers to be the quantitative threshold which activates internal consideration about the continuation of a program.

- A list of programs which have not averaged at least 10 students enrolled and three-five graduates per year or a rolling average of at least three graduates per year over the reporting period.

MONTANA UNIVERSITY SYSTEM: PROGRAM REVIEW--4

Part II will be initiated by the respective campus academic officers and will include the recommendation of the campus for each program which has not met the quantitative standards cited above. Recommendations should be:

- (1) discontinue the program, with a reasonable opportunity for the students currently enrolled to complete the program;
- (2) quantitative review of the program after three years to determine if it has met the quantitative standards;
- (3) continue the program based upon the criteria listed below.

The criteria for continuing programs that have not met the quantitative threshold are:

Need. Indicate how the program meets state, regional, community social or economic needs and priorities. Identify any adverse effect that discontinuation of the program would have on the state, region, or community.

Quality. Cite evidence available of the distinctive quality of the program. Identify any adverse effects that discontinuation of the program would have on the overall academic quality of the institution or campus.

Centrality to mission. Discuss the centrality of the program to the mission, plan, and priorities of the institution or campus. Indicate any adverse effects that discontinuation of the program would have on ability of the institution or campus to achieve its programmatic priorities.

OCHE: 10-12-99

ANNUAL REPORT DUE DATES

AMENDED
4/21/08

Due	Report	Policy #	To
Quarterly	When an acquisition with an estimated cost of less than \$50,000 has no system-wide impact the campus may proceed without review or approval by the commissioner. The campuses shall at the end of every calendar quarter report and summarize such purchases to the Commissioner.	920.1 IT Purchases	CHE
By March 1	For credit courses for Summer Session of each fiscal year, each campus will file, with the Distributed Learning Coordinator, a list of credit courses being offered via distributed learning methodologies according to established criteria.	303.7 Distributed Learning	Dist. Learning Coordinator
By April 15	For credit courses for Autumn Semester of each fiscal year, each campus will file, with the Distributed Learning Coordinator, a list of credit courses being offered via distributed learning methodologies according to established criteria.		
May Board Meeting	The campuses of the Montana University System and their affiliated foundations shall enter into a public, written operating agreement that (1) outlines the relationship between the two entities; (2) incorporates an appropriate balance of foundation independence and Board of Regents' oversight; and (3) defines appropriate foundation activities. This agreement shall be reviewed and approved by the Board of Regents at least every two years.	901.9 Campus Affiliated Foundations	Regents
	The campuses, agencies, and Commissioner's Office must give a status report on the projected revenues and expenditures for each account reported in the Negative Funds Report at the November Board of Regents meeting.	Negative Funds	Regents
	<p>2. Each university shall report and update annually to the Board of Regents regarding existing authority. Each report shall include the following information.</p> <p>(b) Board of Regents Authority – Presented annually at the May Board of Regents meeting.</p> <ul style="list-style-type: none"> i. Project description. ii. Dollar amount of authority and funding sources. iii. Date approved and item number. iv. Status of project including the status of fund raising where appropriate. v. Projected operation and maintenance costs upon completion including proposed funding sources. <p>Any Board of Regents authority that has not been used shall automatically expire three years after approval by the board or three years after the adoption of this policy, whichever is later. For authority to extend beyond this automatic expiration it must be reauthorized under the provisions for new construction or renovation included in this policy.</p>	Policy 1003.7 - Authorization for Building Projects	Regents

In Even Years	<p>2. Each university shall report and update annually to the Board of Regents regarding existing authority. Each report shall include the following information.</p> <p>(a) Legislative Authority – Presented at the May Board of Regents meeting in even numbered years.</p> <ul style="list-style-type: none"> i. Project description. ii. Dollar amount of authority and funding sources. iii. Session approved and bill number. iv. Status of project including the status of fund raising where appropriate. v. A recommendation to revert or not revert the existing legislative authority in cases where a project is not completed or authority remains unused. vi. Projected operation and maintenance costs upon completion including proposed funding sources. 	Policy 1003.7 - Authorization for Building Projects	Regents
By June 1	Self Evaluation and Goals for coming year (Presidents and OCHE Staff)		CHE
Quarterly	When an acquisition with an estimated cost of less than \$50,000 has no system-wide impact the campus may proceed without review or approval by the commissioner. The campuses shall at the end of every calendar quarter report and summarize such purchases to the Commissioner.	920.1 IT Purchases	CHE
By July 1	Institutions will be obligated to provide appropriate reports indicating numbers of students enrolled as exemptions and their academic progress in comparison to those students regularly admitted.	301.7 College Preparatory Program	CHE
	Each institution shall file with the Commissioner an Annual Report of its distributed learning activity over the preceding twelve months . The Distributed Learning Coordinator will provide guidelines for the format and content of this report and will publish an aggregated report on the Worldwide Web for public access.	303.7 Distributed Learning	CHE
	In order to ensure consistency in the implementation of this policy, each campus will report to the Office of the Commissioner of Higher Education through the president of the university at the end of each academic year the number of appeals filed and granted, along with a summary of the reasons for granting the appeals.	940.27 Credit Cap on State-Subsidized Tuition Rates	CHE
	Each covered employee shall provide a list to his or her supervisor of any service on governing or policy-making boards, along with the compensation received within the past 12 months for sitting on those boards. The lists shall be submitted to the commissioner and then to the Board of Regents.	760 Service on Outside Governing Boards	Employee's Supervisor
By July 15	The lists shall be submitted to the commissioner and then to the Board of Regents.		CHE
By July 31	The financial aid administrator or the president's designee shall file annual reports with the chief administrative officer of the institution and the Commissioner of Higher Education attn: Arlene Hannawalt - MGSLP	504.2 Work Study Program	CHE
July Board Meeting	Annual reports to Board of Regents every July to include information on BOR policy 1902 and responses to this action plan Campus Action Plans for Diversity	1902 Minority Achievement	Regents

By August 1	Each campus must submit a report to the Commissioner that includes the names and job titles of all employees who received strategic pay in the prior fiscal year and the amount, type and purpose of the strategic pay award.	Strategic Pay	CHE
	Each campus must submit a report to the Commissioner of Higher Education which includes the names, job titles and amount and purpose of all employees who receive a lump sum bonus in the prior fiscal year.	Lump Sum Bonus	CHE
By August 15	Each president and chancellor shall submit an annual report on implementation of this policy.	1909 Competition with Private Sector	Regents through CHE
	File annual reports with the chief administrative officer of the educational institution and the Commissioner of Higher Education.	940.30 MTAP Eligibility Requirements	CHE
By September 1	Each president and chancellor shall submit an annual summary of sabbaticals to the Commissioner of Higher Education for the prior fiscal year . ONLY WHEN REQUESTED BY CHE	801.1 Leaves; Sabbatical Assignment	CHE
	Each president shall submit an annual summary of administrative leaves to the Commissioner of Higher Education for the prior fiscal year . ONLY WHEN REQUESTED BY CHE	801.2 Leaves; Administrative Personnel	CHE
	Annual or biennial submission of audited financial statements and a list of foundation officers, directors, or trustees , through their campus chief executive officer (and President), to the Commissioner of Higher Education and Board of Regents. The Commissioner shall make this information available to the executive and legislative branches of state government and members of the public who request it. EVERY YEAR EVEN IF AUDITED EVERY OTHER YEAR	901.9 Campus Affiliated Foundations	CHE
	A report on use of the computer fee shall be submitted. ONLY WHEN REQUESTED BY CHE	940.23 Computer Fee	CHE
	The Commissioner of Higher Education shall submit a biennial report to the Board of Regents, summarizing the tuition proceeds and contractual commitments for debt repayment.	940.25 Rural Physicians Incentive Program	Regents biennially
	A report on proceeds, expenditures and pledged commitments of the equipment fee shall be submitted. ONLY WHEN REQUESTED BY CHE	940.26 Equipment Fee	CHE
September Board Meeting	Each unit of the Montana University System will report annually to the Commissioner of Higher Education concerning fee waivers on forms provided	940.13 Fee Waivers	Regents
Quarterly	When an acquisition with an estimated cost of less than \$50,000 has no system-wide impact the campus may proceed without review or approval by the commissioner. The campuses shall at the end of every calendar quarter report and summarize such purchases to the Commissioner.	920.1 IT Purchases	CHE

September 30	At the conclusion of the period of exemptions the CHE will present a report to the Board summarizing the data with appropriate analysis and interpretation . The OCHE will make recommendations to the Board re: continuation, discontinuation or modification of the discretionary exemption program.	301.7 College Preparatory Program	Regents
By October 1	Each campus should prepare an inventory of faculty consulting activities including relevant documentation for the preceding year . No later than October 1 of each year, the Presidents shall submit to the Commissioner a list containing: a. The names, positions, dates of employment, and salaries of all employees employed through a letter of appointment in the preceding fiscal year. b. The names and positions of all employees employed pursuant to a Montana University System professional employment contract for any part of the preceding fiscal year, who during that year received salary in excess of the amount listed on the Board of Regents' staff item in which the employee's contract salary was listed. The list should state for each person thereon both the previously approved salary, the amount by which the employee's compensation exceeded the previously listed salary, and the reason for the difference.	401.1 Consulting Services; Faculty 711.1 Employment Instruments; Professional and Administrative Employees	Campus CHE
By October 15	A summary report of such expenditures authorized in any fiscal year shall be reported to the Commissioner of Higher Education by October 15th of the next fiscal year .	940.9.1 Use of Plant Funds, Including Student Building Fee Reserves, for Projects under \$75,000	CHE
By October 30	Provide the Athletic reports to include actual expenditures, revenues, and fund balances past fiscal year and budgeted expenditures, revenues, and fund balances for current fiscal year. If there is a deficit to report, include a brief summary of how you plan to eliminate it and over what period of time.	Athletic Reports	CHE
By November 1	For credit courses for Spring Semester of each fiscal year, each campus will file, with the Distributed Learning Coordinator, a list of credit courses being offered via distributed learning methodologies according to established criteria.	303.7 Distributed Learning	Dist. Learning Coordinator

November Board Meeting	<p>Each campus, agency, and the Commissioner's Office shall report annually Negative Fund Balances that are chronic (2 or more consecutive years) and material (deficit balance greater than \$100,000 or 15% of current year revenues, whichever is less) and must include at a minimum:</p> <ul style="list-style-type: none"> Account Name Purpose and Function of Account History of Deficit Spending Solvency Plan Milestones for deficit elimination 	Negative Funds	Regents
Quarterly	<p>When an acquisition with an estimated cost of less than \$50,000 has no system-wide impact the campus may proceed without review or approval by the commissioner. The campuses shall at the end of every calendar quarter report and summarize such purchases to the Commissioner.</p>	920.1 IT Purchases	CHE
When Revised	<p>Revised copies of the mission statements will be distributed to the Regents following every meeting at which changes in the mission statements are approved.</p> <p>Mission statements shall be reviewed by the Regents every three years.</p>	219 Mission Statements	Regents Triennially

MONTANA BOARD OF REGENTS OF HIGHER EDUCATION
Policy and Procedures Manual

SUBJECT: PERSONNEL

Policy 711.1 - Employment Instruments; Professional and Administrative Employees

Issued November 19, 1998; Issued December 30, 1998

Board policy:

1. All employees of the Montana University System except those excluded in Subsection 6 shall be hired through a University System professional employment contract or a letter of appointment in accordance with this policy.

2. Montana University System Professional Employment Contracts

- a. Professional and administrative employees holding permanently budgeted positions shall be issued a Montana University System professional employment contract specifying salary and other terms of employment. Employees other than those holding permanently budgeted positions may be issued a Montana University System professional employment contract and when the contract is approved by the Board of Regents the employment shall be governed by this section.
- b. Montana University System professional employment contracts are for a maximum of a one year period and must be signed by the applicable President, Chancellor, or the Commissioner of Higher Education, and be approved by the Board of Regents.
- c. Except in situations involving termination for cause or loss of funding (see Section 4), professional and administrative employees hired through a Montana University System professional employment contract shall be given written notice of intent not to renew their contracts at least 30 days prior to expiration during the first year of employment, three (3) months prior to expiration during the second year of employment, or six (6) months prior to expiration during the third or subsequent years of employment with the institution in a full-time position.

3. Letters of Appointment

- a. Employees not hired through a Montana University System professional employment contract shall be hired through a letter of appointment signed by the campus chief executive officer or the Commissioner.
- b. Letters of appointment are for a specified period and are not to exceed one year. There is no restriction on the number of successive one-year letters of appointment which may be granted to an individual. However, in no case does an employee hired through a letter of appointment have a right to continuous employment beyond the one year period. Except in situations involving termination for cause the employment of employees hired by a letter of appointment automatically ends without notice at the end of the specified term or the end of the one year period, whichever occurs first.

4. Funding Contingency: Montana University System professional employment contracts and letters of appointment may include a notation that makes employment contingent upon continuation of external funding. If anticipated funding is not forthcoming, an employee hired through a contract or letter of appointment with such notation may be terminated at any time during the expected term of the contract upon 15 working days written notice.

5. Limitations: No agent of the Board of Regents may make commitments or promises to any employee to extend employment beyond the maximum one year term authorized in this policy. Any such promises, whether written, oral or implied, are invalid and unenforceable.

6. Tenure track faculty, student employees, classified employees, coaches, Presidents and the Commissioner are excluded from paragraphs one through five of this policy.

7. No later than October 1 of each year, the Presidents shall submit to the Commissioner a list containing:

- a. The names, positions, dates of employment, and salaries of all employees employed through a letter of appointment in the preceding fiscal year.
- b. The names and positions of all employees employed pursuant to a Montana University System professional employment contract for any part of the preceding fiscal year, who during that year received salary in excess of the amount listed on the Board of Regents' staff item in which the employee's contract salary was listed. The list should state for each person thereon both the previously approved salary, the amount by which the employee's compensation exceeded the previously listed salary, and the reason for the difference.

The Commissioner shall thereafter make available these lists, along with similar information from the Commissioner's Office, to the Regents.

History:

Item 26-016-R0380, Employment Contract, Professional and Administrative Employees, Montana University System, March 10, 1980 as revised December 16, 1983, January 22, 1993, May 16, 1996, September 19, 1996, and November 19, 1998.

MONTANA BOARD OF REGENTS OF HIGHER EDUCATION

Policy and Procedures Manual

ITEM 126-108-R0305

SUBJECT: PERSONNEL

Policy 711.2 - Criteria for Board of Regents Contract; Non-faculty Personnel

Effective July 7, 1994; Issued September 28, 1994

Board policy:

I. Objective:

This policy is intended to:

- a. Provide for consistent treatment of similar positions throughout the Montana University System; and
- b. Maintain the number of Regents' contract employees at the level necessary for Regents to properly exercise their constitutional duty to fully supervise, manage and control the Montana University System.

II. Criteria:

Employees who meet one of the following definitions are eligible to receive a Board of Regents employment contract upon recommendation of the university president and the Commissioner and approval of the Board of Regents:

1. The Commissioner of Higher Education and an employee who is a senior administrator of a campus of the Montana University System (i.e., President, Chancellor, Vice President, Vice/Associate Chancellor, Provost, Associate Provost, Dean);
2. An employee reporting directly to the Commissioner, Deputy Commissioner, or Associate Commissioner; or to a President, Chancellor, Vice President, Provost, Dean or Vice/Associate Chancellor in an executive capacity (e.g., Associate Dean, Associate Vice President, Legal Counsel, Executive Assistant to the President);
3. An employee who is director of a department, office, or agency; has substantial policy-making and budgetary authority for the unit; and reports to a President, Chancellor, Vice President, Provost, or Vice/Associate Chancellor; or
4. An employee who functions in the capacity of associate or assistant director of a department, office, or agency; reports directly to the director of that unit; and has decision-making authority for the unit in the absence of the director.

III. Position Conversion:

A university may change an occupied position from a Regents' contract position to a classified staff position if such position does not meet the criteria established by this policy. The employee shall be provided the same notification required in Policy 711.1 prior to any such involuntary change in employment status. The employee's new salary will be set in accordance with the MUS staff compensation plan rules.

History:

Item 83-002-R0594, Criteria for Board of Regents Contracts; Non-faculty Personnel, approved July 7, 1994.

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MONTANA BOARD OF REGENTS OF HIGHER EDUCATION
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SUBJECT: PERSONNEL

Section: 711.3 Multiple-Year Contracts for Non-Tenure Track Faculty
Effective January 20, 2005; Issued: February 1, 2005

Board Policy:

1. This policy allows for the entering into of multiple-year contracts for non-tenure track faculty under the terms set forth herein.

2. This policy may be used by all units of the Montana University System. Units subject to collective bargaining may bargain for multiple-year contracts but only to the extent allowed by this policy.

3. Employees on campuses to which this policy applies may be hired for periods of more than one year, but no more than five years, subject to the following express conditions:

a. Such employees are faculty but not tenure-track employees.

b. The position for which the employee is being employed is one that has been identified, through appropriate campus procedures, for a multiple-year contract.

Nothing in this policy prohibits a campus from terminating the contract of a non-tenure track faculty member for reasons of cause, or financial exigency of that campus, or discontinuance or reduction of a program or department of instruction, or any other reasons that are not in violation of express Regents policy or state law.

c. The form of multiple-year contracts must be approved by the Commissioner of Higher Education. All multiple-year faculty appointments must be reported to OCHE and approved by the Board of Regents in accordance with normal reporting and approval requirements.

History:

Approval of Pilot Program on Multiple-Year Contracts for Non-Tenure Track Faculty (New), approved January 20, 2005, ITEM 126-104-R0105.

MONTANA BOARD OF REGENTS OF HIGHER EDUCATION

Policy and Procedures Manual

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SUBJECT: PERSONNEL Policy 711.4
Montana University System faculty contracts

Board Policy:

1. Delegation of Authority:
The Board of Regents, pursuant to its Constitutional authority to supervise and manage the Montana University System (*MUS*), hereby delegates to the Commissioner of Higher Education the authority to approve individual employment contracts for MUS faculty members. An exception shall exist for faculty tenure decisions as described below.
 2. Tenure:
The granting of faculty tenure shall be subject to BOR approval and shall comply with BOR Policy 706.1 (*Tenure; faculty*) and any relevant collective bargaining provisions.
 3. Terms and conditions:
Administration of faculty contracts under this policy shall comply with Board of Regents Policy 702.1 (*Appointment of faculty*), campus policies and procedures, and any relevant collective bargaining provisions.
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