



## Education and Local Government Interim Committee

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### 62nd Montana Legislature

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## SHARED POLICY GOALS AND ACCOUNTABILITY MEASURES FOR THE MONTANA UNIVERSITY SYSTEM 2015 BIENNIUM

This document on shared policy goals and accountability measures represents a merging of the following four efforts that involved leaders from the legislature, the executive and the university system over the past several years:

- Board of Regents strategic goals and objectives
- Shared policy goals and accountability measures developed by the Education and Local Government Interim Committee (ELG) Subcommittee on Shared Policy Goals (formerly Joint Subcommittee on Postsecondary Education Policy and Budget)
- The Shared Leadership for a Stronger Montana Economy initiatives
- The University System campus quality measures

The shared policy goals developed collaboratively between the ELG Subcommittee and the Montana University System reflect a shared commitment to quality and to:

1. Access and affordability
2. Workforce and economic development
3. Efficiency and effectiveness

The document was reviewed by the 2011-2012 ELG and the relevant agencies.

This document is nonbinding. The ELG shall review, update, approve, and renew this understanding each biennium with the Montana Board of Regents so that it may become the basis of state public policy in regard to the Montana University System.

As a statement of public policy goals for higher education in Montana, this document reflects the ELG's commitment to academic quality throughout the Montana University System such that funding a high quality postsecondary education is a critical goal of the State of Montana. This document will provide the policy direction needed to maintain a quality postsecondary education system in Montana.

The authors of this document urge that it be used by the legislature in the 2013 legislative session to frame education budget initiatives and other policy recommendations for the 2015 biennium.

## **MONTANA UNIVERSITY SYSTEM SHARED POLICY GOALS**

WHEREAS, Article VIII, section 12, of the Montana Constitution vests in the Legislature the responsibility to ensure strict accountability of all revenue received and spent by the state, counties, cities, and towns and all other local governmental entities; and

WHEREAS, Article X, section 9, of the Montana Constitution vests in the Board of Regents of Higher Education the full power, responsibility, and authority to supervise, coordinate, manage, and control the Montana University System and to supervise and coordinate other public institutions assigned to it by law; and

WHEREAS, the Montana University System has increasingly, and to positive effect, shared leadership with the Education and Local Government Interim Committee; and

WHEREAS, shared policy goals must be systematically tied to accountability measures in order to ensure timely and effective implementation of policy; and

WHEREAS, the ELG Subcommittee on Shared Policy Goals and the Montana Board of Regents have identified statewide public postsecondary education policy goals and accountability measures with the input and feedback of the Montana University System.

This UNDERSTANDING crafted by the Education and Local Government Interim Committee and the Montana University System, identifies the statewide public postsecondary education policy goals and related accountability measures (see Table I and attached Board of Regents Strategic Plan) that will be used as a policy goal setting and assessment tool for policymakers, the university system, and the public in evaluating the achievement of the policy goals; and that will be used as a guide to drive decision packages and funding mechanisms for the state funding that is appropriated to the Montana University System by the Montana State Legislature.

Furthermore:

- I. The Montana University System shall prepare a Shared Policy Goals and Accountability Measures Report presenting appropriate and current data for these goals and accountability measure in an easy-to-read format.
2. This report shall be presented to the House and Senate Education Committees and the Joint Appropriations Subcommittee on Education by the 10th legislative day of the 63rd Legislature.
3. This report shall be posted to the Board of Regents, Office of the Commissioner of Higher Education, and Education and Local Government Interim Committee websites by January 1 each odd-numbered year.

**Table 1 -- Shared Policy Goals and Accountability Measures for the Montana University System**

**Shared Goal I:**

**Increase the overall educational attainment of Montanans through increased participation, retention and completion rates in Montana University System.**

<b>Goals</b>	<b>Objectives</b>	<b>Measures</b>
1.1 Prepare students for success in life through quality higher education.	<ol style="list-style-type: none"> <li>1. Improve post-secondary education participation rates</li> <li>2. Increase retention rates within the MUS</li> <li>3. Increase completion rates within the MUS</li> </ol>	<ul style="list-style-type: none"> <li>• College continuation rates</li> <li>• Freshmen retention rates</li> <li>• Graduation rates</li> </ul>
1.2 Make higher education more affordable by offering more need-based aid and scholarships	<ol style="list-style-type: none"> <li>1. Reduce the amount of unmet student need for financial aid.</li> <li>2. Increase the percentage of students who receive financial aid or scholarships.</li> <li>3. Increase the average aid/scholarship award amount.</li> </ol>	<ul style="list-style-type: none"> <li>• Unmet need of students receiving Pell grants</li> <li>• % of 1st time, full-time students receiving aid</li> <li>• Average aid awarded to 1st time, full-time students</li> </ul>
1.3 Promote post-secondary education affordability.	<ol style="list-style-type: none"> <li>1. Decrease average loan amounts and the percentage of students borrowing.</li> <li>2. Increase the amount of state support as a percentage of total personal income relative to peer states and historical levels.</li> <li>3. Decrease tuition as a percentage of median household income.</li> </ol>	<ul style="list-style-type: none"> <li>• State support for higher education per capita and per \$1,000 of personal income.</li> <li>• Ratio of tuition and fees to median household income.</li> </ul>
1.4 Work collaboratively with K-12 system to increase high school academic preparedness, completion and concurrent enrollment programs.	<ol style="list-style-type: none"> <li>1. Expand outreach to at-risk and disadvantaged students as to the importance and accessibility of post-secondary education and the quality of the MUS.</li> <li>2. Expand outreach to top academic achievers graduating from Montana high schools.</li> <li>3. Increase dual enrollment and advanced placement</li> </ol>	<ul style="list-style-type: none"> <li>• At-risk and disadvantaged student enrollment</li> <li>• % of entering students with ACT scores in the top quartile</li> <li>• # of MT high school students taking AP exams and college courses.</li> </ul>
1.5 Increase enrollment of traditional and non-traditional students	<ol style="list-style-type: none"> <li>1. Increase enrollment in two-year programs</li> <li>2. Increase programs and classes for non-traditional students, including evening and weekend programs.</li> </ol>	<ul style="list-style-type: none"> <li>• Enrollment at two-year institutions</li> <li>• Enrollment of non-traditional students (students 25 years and older)</li> </ul>
1.6 Improve distance learning by coordination online delivery of education across the entire Montana University System.	<ol style="list-style-type: none"> <li>1. Increase student enrollment in online courses.</li> <li>2. Increase the number of online courses and degrees.</li> <li>3. Increase the number of workforce development degree programs and certifications offered.</li> </ol>	<ul style="list-style-type: none"> <li>• Enrollment in distance learning courses</li> <li>• Number of distance learning courses offered at two-year and four-year colleges.</li> </ul>

**Shared Goal II:**

**Assist in the expansion and improvement of the state's economy through the development of high value jobs and the diversification of the economic base.**

Goals	Objectives	Measures
2.1 Increase responsiveness to workforce development needs by expanding and developing programs in high demand fields	<ol style="list-style-type: none"> <li>1. Increase employer satisfaction with graduates.</li> <li>2. Increase degrees and certificates awarded in high demand occupational fields.</li> <li>3. Increase job placement rates</li> <li>4. Increase the number of degrees and certificates conferred to two-year programs.</li> </ol>	<ul style="list-style-type: none"> <li>• Program level employer satisfaction surveys</li> <li>• # of degrees and certificates awarded in healthcare and construction.</li> <li>• # of graduates finding employment in MT in healthcare and construction</li> <li>• # of associate degrees and certificates awarded.</li> </ul>
2.2 Establish collaborative programs among institutions, the private sector and the state to expand research, technology transfer, the commercialization of new technologies and the development of our entrepreneurs.	<ol style="list-style-type: none"> <li>1. Increase research and development receipts and expenditures</li> <li>2. Increase technology licenses with Montana businesses</li> </ol>	<ul style="list-style-type: none"> <li>• MUS research and development expenditures</li> <li>• MUS technology transfer activity</li> </ul>
<p>PROPOSED</p> <p>2.3 Expand graduate education capacity and opportunities in order to increase educational attainment of Montanans, fuel economic development, grow the research and development enterprise, and contribute to the cultural and social fabric of Montana and the region.</p>	<ol style="list-style-type: none"> <li>1. Increase the number and percentage of graduate students in the Montana University System</li> <li>2. Increase graduate degree production, maintaining a strong concentration in science, technology, engineering and math (STEM) fields</li> </ol>	<ul style="list-style-type: none"> <li>• Graduate student enrollment</li> <li>• Graduate degrees awarded (per 100 grad student FTE, number and percent in STEM)</li> </ul>

**Shared Goal III:**

**Improve institutional and system efficiency and effectiveness.**

Goals	Objectives	Measures
3.1 Improve accuracy, consistency and accessibility of system data, including the continued development of a comprehensive data warehouse.	<p>BOR Strategic Initiatives</p> <ol style="list-style-type: none"> <li>1. Develop and integrated information system</li> <li>2. Continue to develop and improve the MUS education network</li> <li>3. Maintain and work to improve a system-wide data warehouse</li> </ol>	<p>(progress on System Initiatives, 2012)</p> <ul style="list-style-type: none"> <li>• Comm. College Banner Integration, Data Standardization Project, Northern Tier Network, K-20 Data Linkage</li> </ul>
3.2 Deliver efficient and coordinated services	<ol style="list-style-type: none"> <li>1. Expenditures per student relative to peer institutions and history</li> <li>2. Percent of expenditures in instruction, research, public service, academic support, student services, institutional support, plant O&amp;M and scholarships.</li> <li>3. Improve articulation and transferability among all 2- and 4- year institutions including community colleges and tribal colleges.</li> </ol>	<ul style="list-style-type: none"> <li>• Total revenue per student FTE (MT, WICHE, Regional Peers)</li> <li>• MUS expenditures by category</li> <li>• Status of common course numbering initiative.</li> </ul>
3.3 Biennial review/update of the budget allocation model consistent with state and system policy goals and objectives	<ol style="list-style-type: none"> <li>1. Focus on financing for the state system, not only funding for the individual campuses</li> <li>2. Be transparent as to the police choices of the Regents, Legislature and Executive Branch</li> <li>3. Provide a framework for dealing with allocations to institutions, tuition revenues, financial aid and mandatory fee waivers.</li> <li>4. Have a specific fund dedicated to furthering Regents' priorities</li> <li>5. Protect institutional viability by moderating the short-term effects of enrollment changes</li> <li>6. Provide incentives for institutions to collaborate as a system.</li> <li>7. Ensure equity of funding among all institutions</li> <li>8. Maintain an adequate base of funding and education quality for all institutions.</li> <li>9. Maintain a differential between 2-year and 4- year tuition.</li> </ol>	<p>(progress of System Initiatives, 2012)</p> <ul style="list-style-type: none"> <li>• Allocation Model Review: the present "base plus" allocation model requires a comprehensive review/update. System goals, Regents' priorities, enrollment changes, performance/outcomes and incentive funding are a few of the critical issues requiring study and analysis, as we move toward a revised allocation model.</li> </ul>

The signatures below denote that the signatories fully participated in and support the shared policy goals and accountability measures cited herein.

This document expires June 30, 2015.  
Dated this 18th day of June, 2012.

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Representative Elsie Arntzen, Chair

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Angela McLean, Chair  
Board of Regents

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Senator Gary Branae, Vice Chair

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Clayton Christian, Commissioner  
Office of Higher Education