

Appendix A— Shared Policy Goals and Accountability Measures for MUS

**SHARED POLICY GOALS AND ACCOUNTABILITY MEASURES FOR  
THE MONTANA UNIVERSITY SYSTEM  
2017 BIENNIUM**

The Shared Policy Goals and Accountability Measures for the Montana University System (MUS) represent joint efforts of the Legislature, the Executive Branch, and the University System over the past several years. The goals, objectives, and measures are closely aligned with the MUS Strategic Plan developed by the Board of Regents and reflect a shared commitment to quality and to:

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

This document is nonbinding. The Education and Local Government Interim Committee (ELG) shall review, update, approve, and renew this understanding each biennium with the Montana Board of Regents and Commissioner of Higher Education 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 and to ensuring that funding a high-quality postsecondary education is a critical goal of the State of Montana. This document is intended to 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 2015 legislative session to frame education budget initiatives and other policy recommendations for the 2017 biennium.

## Appendix A

### **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 educational 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 education 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.

NOW, THEREFORE, 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 1 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 Legislature.

FURTHERMORE, the parties to this UNDERSTANDING agree that:

1. The Montana University System shall prepare a Shared Policy Goals and Accountability Measures Report presenting appropriate and current data for these goals and accountability measures in an easy-to-read format.
2. This report will be posted to the Board of Regents, Office of the Commissioner of Higher Education, and Education and Local Government Interim Committee websites by June 30 each year.
3. The most recent report will be presented to the House and Senate Education Committees and the Joint Appropriations Subcommittee on Education by the 10th legislative day of the 64<sup>th</sup> legislative session.

**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 postsecondary education participation rates</li> <li>2. Increase retention rates within the MUS</li> <li>3. Increase completion rates within the MUS</li> </ol>	<ol style="list-style-type: none"> <li>1. College continuation rates</li> <li>2. Freshmen retention rates</li> <li>3. Graduation rates</li> </ol>
1.2 Make higher education more affordable by offering more need-based financial 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, as well as the average award amount</li> </ol>	<ol style="list-style-type: none"> <li>1. State-funded, need-based aid per student</li> <li>2. Percent of first-time, full-time resident students receiving aid, and average amount awarded</li> </ol>
1.3 Promote postsecondary education affordability	<ol style="list-style-type: none"> <li>1. Decrease average loan amounts and the percentage of students borrowing</li> <li>2. Decrease tuition as a percentage of median household income</li> <li>3. Increase the amount of state support as a percentage of total personal income relative to peer states and historical levels</li> </ol>	<ol style="list-style-type: none"> <li>1. Student loan debt of first-time, full-time resident students in MUS and percent borrowing</li> <li>2. Ratio of tuition and fees to median household income</li> <li>3. State support for higher education per capita and per \$1,000 of personal income</li> </ol>
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 postsecondary 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 programs</li> </ol>	<ol style="list-style-type: none"> <li>1. At-risk and disadvantaged student enrollment</li> <li>2. Percent of entering students with ACT/SAT scores in the top quartile</li> <li>3. Number of MT high school students taking AP exams and early college courses</li> </ol>
1.5 Increase postsecondary enrollment of traditional and nontraditional students through expanded outreach programs, evening/weekend programs, and 2-year programs	<ol style="list-style-type: none"> <li>1. Increase enrollment in 2-year programs</li> <li>2. Increase programs and classes for nontraditional students, including evening and weekend programs</li> </ol>	<ol style="list-style-type: none"> <li>1. Enrollment at 2-year institutions</li> <li>2. Enrollment of non-traditional students (students 25 years and older)</li> </ol>
1.6 Improve distance and online learning by coordinating 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> </ol>	<ol style="list-style-type: none"> <li>1. Enrollment in distance learning courses</li> <li>2. Number of distance learning courses offered at 2-year and 4-year colleges</li> </ol>

Appendix A

**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.**

<b>Goals</b>	<b>Objectives</b>	<b>Measures</b>
2.1 Increase responsiveness to workforce development needs by expanding and developing programs in high-demand fields	<ol style="list-style-type: none"> <li>Increase degrees and certificates awarded in high-demand occupational fields</li> <li>Increase job placement rates</li> <li>Increase the number of degrees and certificates conferred in 2-year programs</li> </ol>	<ol style="list-style-type: none"> <li>Number of degrees and certificates awarded in healthcare</li> <li>Percent of resident graduates entering MT workforce</li> <li>Number of associate degrees and certificates awarded</li> </ol>
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>Increase research and development receipts and expenditures</li> <li>Increase technology licenses with Montana businesses</li> </ol>	<ol style="list-style-type: none"> <li>MUS research and development expenditures</li> <li>MUS technology transfer activity</li> </ol>
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	<ol style="list-style-type: none"> <li>Increase the number and percentage of graduate students in the Montana University System</li> <li>Increase graduate degree production, maintaining a strong concentration in science, technology, engineering, and math (STEM) fields</li> </ol>	<ol 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> </ol>

Appendix A

**Shared Goal III:**

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

<b>Goals</b>	<b>Objectives</b>	<b>Measures</b>
<p>3.1 Improve accuracy, consistency, and accessibility of system data, including the continued development of a comprehensive data warehouse</p>	<p>BOR Strategic Initiatives</p> <ol style="list-style-type: none"> <li>1. Develop an 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>BOR Strategic Initiatives include: Community College Banner Integration, Data Standardization Project, Northern Tier Network, K-20 Data Linkage</p>
<p>3.2 Deliver efficient and coordinated services</p>	<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-year and 4-year institutions including community colleges and tribal colleges</li> </ol>	<ol style="list-style-type: none"> <li>1. Total revenue per student FTE (MT, WICHE, regional peers)</li> <li>2. MUS expenditures by program area</li> <li>3. Status of common course numbering initiative</li> </ol>
<p>3.3 Biennial review/update of the budget allocation model consistent with state and system policy goals and objectives</p>	<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 policy 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>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</p>