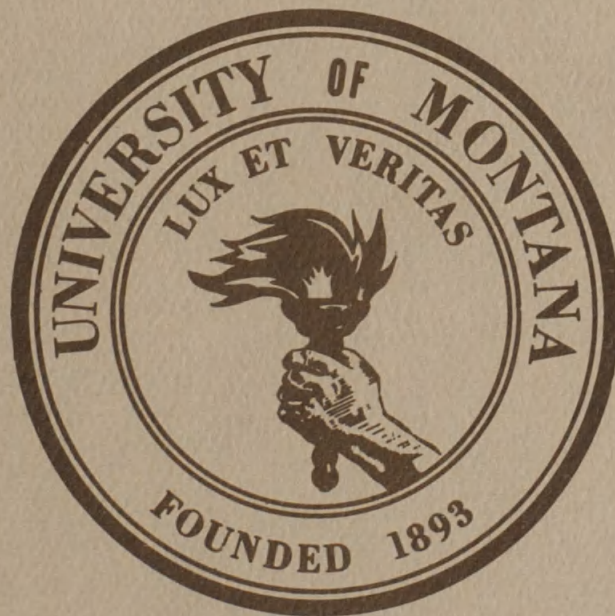


UNIVERSITY OF MONTANA
FRAMEWORK
FOR PLANNING
FEBRUARY 1982



UNIVERSITY OF MONTANA
FRAMEWORK FOR PLANNING
1982-1983

This Framework for Planning document is designed to guide the comprehensive planning process of the University of Montana for the 1982-1983 year. The Office of the President administers the planning process under the coordination of the Academic Vice President. The University Planning Council serves as the advisory group on planning matters to the Office of the President. Members of the 1982-1983 University Planning Council are:

Donald Habbe, Chairman

Cheryl Bentley	Phil Hess
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FRAMEWORK FOR PLANNING

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UNIVERSITY OF MONTANA

DATE: December 29, 1981
TO: The University Community
FROM: Neil S. Bucklew, President *NSB*
RE: University of Montana Planning Process

The attached description of a process for planning and decision making will be used as a basis for program and resource judgments for the 1982-1983 year. I shared it with you earlier and many individuals and groups responded to my request for reactions and suggestions. A number of modifications were made as a result. The attached document is improved and I urge you to study the description of planning we will be using.

The most substantive change was the inclusion of a Framework for Planning document to be prepared by the University administration in consultation with the University Planning Council. It is now being prepared and will describe major themes and directions for the development of the University of Montana.

The membership of the University Planning Council was slightly altered. That group will be from across the University. Members are expected to hold a University perspective as they carry out their responsibilities.

The planning process this year will be on a tight schedule given the mid-year beginning. There was a universal willingness to accept the tight schedule rather than postpone our efforts a year. It should also be remembered that the attached process is intended to be dynamic. We will be prepared to change it to incorporate our experiences. Please suggest modifications as we work together on this effort.

NSB:wp

FRAMEWORK FOR PLANNING

I. University of Montana Planning Process

I. PLANNING AT THE UNIVERSITY OF MONTANA

I. The Purposes of Planning

- A. To establish goals consistent with the role and scope of the University.
- B. To identify priorities for accomplishing these goals.
- C. To implement these priorities within the limits of available resources and opportunities.
- D. To communicate clearly to all constituencies where the University is and where it is going.

II. Characteristics of Planning

- A. It is comprehensive, encompassing all University programs.
- B. It has a long-term (c. five year) perspective while influencing short-term (1-2 year) judgments.
- C. It employs an understood process.
- D. A framework for planning is established by the University administration in consultation with a University Planning Council. That framework describes general themes and directions for the University in the years ahead. It includes assumptions about the conditions and circumstances affecting the University during that period (enrollment projections, funding patterns, etc.). Each annual cycle of planning is based on broad involvement of departments and programs but requires review and judgments at the "Planning unit" level (schools, college and administrative divisions). Planning unit recommendations are incorporated into University goals, priorities and decisions through a process involving the University Planning Council and the University administration. Roles in the process are consistent with responsibilities of the participants.

- E. Planning deliberations for a given time period are based on reasonable estimates of the resources that will be available. Estimates should encompass a range that would allow the University to deal with such contingencies as possible decline and reasonable opportunities for growth.
- F. Planning judgments are evident in the allocation of the University's available resources.
- G. Planning recognizes and accommodates requirements, such as state budget guidelines, that are imposed on the University.

III. Organization for Planning at the University of Montana

A. General Administration of the Planning Process

The Office of the President administers the planning process.

Responsibilities include --

1. Final review of and action on all recommendations developed through the planning process.
2. Incorporation, to the extent feasible, of the approved recommendations and priorities into the resource use proposals and decisions of the University.
3. Coordination of the schedule and activities of planning.
4. Provision of staff and logistical support for the process. A planning staff drawn from such areas as budget, institutional research, physical planning and student services will support planning activities.

The Academic Vice President, acting for the President, will coordinate the planning process.

B. University Planning Council (UPC)

This council serves as the advisory group on planning matters to the Office of the President. Membership on the council will come from across the University community. Members will be expected to exercise a University perspective in carrying out their responsibilities. (See Appendix A).

The University Planning Council will:

1. Critique the planning process and its schedule and make recommendations for improvements.
2. Collaborate with the administration in preparing the framework for planning document, which is designed to provide creative guidance for the planning process.
3. Review and critique planning assumptions, estimates of future resources, and other planning data.
4. Review and critique the framework for statements of unit objectives, annual plans, and program reviews.
5. Review proposed statements of objectives from planning units.
6. Review annual plans from planning units and recommend priority issues for attention in University decision making. In such reviews the UPC will apply established criteria for evaluating plans and assigning priorities.
7. Serve as the reviewing body in the University program review system. (see IV.D. for further elaboration)
8. Present the results of its final deliberations as a series of formal recommendations to the Office of the President.

C. Planning Units

Planning units are the major academic and administrative units of

the University. Each is headed by an academic or administrative officer. Each planning unit coordinates program with budget.

In the planning process, they are the units that prepare statements of objectives, annual plans, program review reports and budget information.

The planning units are --

- College of Arts and Sciences
- School of Business Administration
- School of Pharmacy and Allied Health Sciences
- School of Education
- School of Fine Arts
- School of Forestry (The unit plan will include an integrated plan for the School and The Montana Forest and Conservation Experiment Station. The Experiment Station is included per the asterisk below).
- Graduate School and Office of Sponsored Programs
- School of Journalism
- School of Law
- Library Services
- Center for Continuing Education and Summer Programs
- Academic Services (Registrar, Institutional Research)
- Student Affairs
- Fiscal Affairs (includes Physical Plant and University Computer Center)
- University Relations (includes Alumni Association)
- *Athletics
- *Development
- *Auxiliary Services
- *ASUM

While planning units are not comparable in either size or scope of programs, such differences will be accommodated in the planning process. For example, requests for additional resources from an enhancement pool would be permitted for amounts generally proportionate to the size of the unit.

*These units operate fully or in part with resources other than the general fund income of the University. Because their activities affect the directions of the University, it is important to involve them in planning. As a minimum they should submit statements of

objectives and general program plans for UPC review even if their specific budget proposals are handled separately.

IV. Planning Process and Activities

A. Framework for Planning

The University administration, in consultation with the University Planning Council, will prepare a document establishing a framework for planning. This document is intended to provide guidance and direction for the development of the University in the years ahead. It will include the Role and Scope Statement as a basic premise for planning. That statement can provide direction and still permit a process of amendment through the Board of Regents for critical new areas of development not adequately addressed.

An important aspect of the Framework for Planning document is the description of important themes and directions for the University of Montana during the 1980's. These themes will attempt to provide clear directions and priority for program improvements and developments. Nevertheless, the theme statements will be general given the diverse nature of the University.

The last part of the framework document will be working assumptions for planning. This will include important observations about the University and its various "environments". The purpose is to describe the factors affecting our planning efforts. This will include such items as changing patterns of enrollment, federal funding commitments to higher education, and significant shifts in program interest.

B. Information for Planning

Planning and decision making require continuing assessment of the financial, political, social and demographic contexts in which the

University operates and in which it is projected to operate. Examples of needed information include --

1. National studies and recommendations for higher education.
2. Projections such as enrollment and budget estimates used for decision making at the state level.
3. A range of reasonable estimates of future resources.
4. Internal information.

Use of such information ensures that planning results will be generally compatible with available or anticipated resources.

C. Annual Plans

Each planning unit annually presents a description of proposed program objectives and proposed improvements and modifications of its programs. In priority order these proposals, which are to be consistent with University themes and directions, define the planning unit's basic program and its recommendations for resource allocation. Guidelines for preparation of these reports will be supplied by the Office of the President as part of the planning process.

There will be cases where expectations of declining resources will constrain a unit to submit a plan for reductions or reallocation rather than increases. In all instances, however, a planning unit may include a supplementary plan proposing program modifications that require additional resources.

The University Planning Council is not limited to consideration of program directions and issues suggested by planning units. For example, the planning process will invite proposals from established committees on occasion or from ad hoc committees established to review some special issue. The University administration will work with the

University Planning Council to identify the methods of developing these proposals and studies.

The reports from each planning unit and invited special reports are reviewed by the University Planning Council, which then develops and submits a set of priority recommendations to the Office of the President for review and action.

D. Program Review

The planning process will consider program reviews as part of the evaluation of planning decisions. Existing program review activities are encouraged. This includes external and internal reviews. The most current information from these review processes will be shared with the University Planning Council.

During the next year, the University will consider the current internal program review process. The purpose will be to assure a regular process that is comprehensive and effective. Such a process is time consuming and needs to be integrated with current activities.

E. Decision Making

The products of the planning process -- themes, unit objectives, annual plans and review reports -- are designed to inform institutional judgments and decisions. Most major decisions about program additions, deletions and modifications should be outgrowths of the planning process. Areas for special attention should be identified through planning. Major features of budget recommendations and final budget allocations should reflect planning judgments to the extent possible.

The purpose of planning is not to make every decision by an intricate bureaucratic process. Obviously, there will be unexpected critical issues to be faced, and opportunities will present themselves

without adequate notice. In general though, effective planning can preempt the need for ad hoc reactions by providing a set of thoughtfully developed priorities to guide decision making.

F. Implementation

The planning process cannot be fully implemented in 1981-82; however, the Planning Schedule (IV.C.) illustrates how substantial implementation will progress. Once underway, the proposed process needs to be treated as a dynamic, evolving activity. Needed improvements will become evident, so flexibility will be necessary. The UPC and planning unit administrators will be asked to critique developments periodically to ensure a responsive and effective planning process.

Appendix A

UNIVERSITY PLANNING COUNCIL

The University Planning Council is constituted to achieve a broad, University-wide perspective, and council members will be expected to operate from this perspective rather than as representatives of a constituency. The council will be chaired by the Academic Vice President. The inclusion of five student members fulfills the University's contractual commitment.

Council members will serve annual terms with three consecutive appointments being the normal maximum. The committee's membership will be reviewed annually, and approximately one-third of the appointments will be of new members. These guidelines will be applied in a manner that will meet the need for stability and continuity.

Membership will include --

- 5 faculty members, appointed by ECOS to include at least one member of ECOS. At least one and normally two of the five will be new appointments each year.
- 2 faculty members appointed by the President after consultation with the deans, ECOS, and the U.T.U.
- 2 staff members, one appointed by the Staff Senate and one appointed by the President after consultation with staff organizations and appropriate administrators.
- 3 undergraduate students appointed by ASUM.
- 2 graduate students appointed by ASUM.
- 2 planning unit heads or other administrators (normally one dean and one administrator) appointed by the President.

FRAMEWORK FOR PLANNING

II. Role and Scope

II. ROLE AND SCOPE OF THE MONTANA UNIVERSITY SYSTEM

In this report we do not, as some have urged, ignore 85 years of history and speculate on how one would redraw the higher education map of Montana if we were free to start anew. The histories of our campuses are closely intertwined with the histories of communities, regions and the state, and with the lives of generations of students and those who serve them. We have discovered that we can no more abandon this history than we could abandon the accidents of state boundaries. We must be concerned with how we can most creatively and efficiently use the higher education resources which we now have in order to serve Montana and the nation. As set forth in our state constitution, all Montana's citizens should have ready access to higher education of good quality and of relevance to their purposes, interests and abilities.

General Purpose

The primary goal of the Montana University System is to use as effectively as possible the resources available to it in providing high quality and diverse educational opportunities and service to the people of Montana. The University System encompasses the three traditional functions of a University--instruction, research and public service--and strives for excellence in all three areas.

The Board of Regents recognizes that these goals can be met most effectively through the maintenance of a coherent, integrated University System in which the various campuses complement one another and are fully responsive to the central authority of the Board of Regents and Commissioner of Higher Education, through the Presidents of the six units.

Under the Constitution of the State of Montana, the governance and control of the Montana University System are vested exclusively in the Board of Regents of Higher Education which has full power, responsibility, and authority to supervise, coordinate, manage and control the Montana University System. The Board of Regents appoints a Commissioner of Higher Education as the chief administrative officer of the Montana University System.

The management of each unit in the University System is vested in the established governance structure, comprised of the president as the chief administrator, and various boards, committees, councils and other constituencies.

To the maximum extent feasible, the campuses will coordinate activities, share resources and enter into collaborative programs toward the ends of improving quality, extending opportunity, avoiding unnecessary duplication and preventing non-essential escalation of costs. The Board of Regents assumes continuing responsibility to review existing programs, explore new program needs, and, where appropriate, establish new programs, relocate programs, and terminate programs. The Commissioner and his staff, under delegation of broad administrative authority from the Regents, will work with the campuses to promote the development of relationships between and among them which will provide better educational opportunities for the citizens of the state and nation and ensure the most effective and responsible use of resources.

The primary mission of all campuses, taken together, is to provide high quality educational programs. The goal of these programs is to develop the abilities of students and to provide a base for continued growth after formal education has ended. The Montana University System emphasizes that in the course of this development, each student should discover and then realize his or her full potentialities. Educational programs should stimulate

critical analysis, clear and effective communication, and the creative process. In addition to vocational, professional and pre-professional education, students should also broaden their cultural horizons by contact with the creative arts, sciences and humanities, and achieve an understanding of the political, social, economic and ethical problems of the contemporary world and the relation of their studies to these problems.

Each campus should hold to the principle that a community of scholars and teachers can achieve its goals only if it maintains an atmosphere conducive to free inquiry, unfettered exploration of the unknown, and honest examination and evaluation of hypotheses and accepted bodies of knowledge.

A special mission of the two universities is to provide state, regional, and in some cases national leadership in the exploration and discovery of new knowledge; to impart such knowledge to students; and where appropriate to apply research findings to the solution of the state's problems. Faculty at the four colleges should also be encouraged to engage in creative and scholarly activity, and should be rewarded for professional achievements beyond classroom teaching.

Missions of the Individual Campuses

The Montana University System comprises six units, each with a distinctive role and character, and each with a responsibility for providing excellence in its service to the citizens of Montana. The primary responsibility of all six units is to provide quality undergraduate education. Considerable differentiation will remain among them respecting graduate education, research and public service.

The scope of the programs offered is broadest at the undergraduate level and more restricted at the graduate and professional levels. The two universities share authority to award the doctorate, and the four colleges may participate in collaborative doctoral programs with either the University of Montana or Montana State University.

The System cannot be all things to all people and will not attempt to offer all possible programs. Student access to some specialized, graduate and professional programs will be offered through cooperative arrangements between and among units with the System, as well as through cooperative interstate agreements. From this it follows that no single unit of the System will offer a full complement of programs and that, at the present level of educational technology in Montana, no location in the state can expect to be serviced with all available programs. The transfer of undergraduate credits, therefore, should be accepted between all units within the University System.

Research on each campus supports both the instructional programs and public service activities, with a particularly strong interaction between graduate instruction and research. Areas chosen for special research emphasis are identified on the basis of the historical mission of the institution, the needs of the state and region, and unique facilities or opportunities that are available. Every faculty member is expected to show evidence of creative activity appropriate to his professional field and assignment.

The extension, continuing education and public service activities of the University System provide educational activities and service to the people of the state. Each unit offers continuing education courses and services activities only in fields that are within the defined role and scope of the institution and in which adequate expertise is available to

assure the quality of the program. The units of the Montana University System shall maintain their present continuing education activities and strengthen cooperative efforts among the six campuses and the community colleges and private colleges. These activities are coordinated through the Commissioner's Office so that the total needs of the state can best be met at a minimum cost.

The Board of Regents also recognizes the contribution that the private colleges and the community colleges make in providing quality and diverse educational opportunity and service to the people of Montana. Although neither is considered part of the University System, the Board is cognizant of their programs which complement and enrich higher education in the state.

University of Montana

The University of Montana was chartered by the Montana Legislature on February 17, 1893, and opened officially on September 11, 1895, with five faculty members and fifty students. Today it is a comprehensive, multi-purpose university with about 8,500 students and 400 faculty members. It offers more than forty major programs of study and about fifteen interdisciplinary programs at the undergraduate level, master's degree programs in more than forty fields, and the Ph.D. degree in ten: botany, chemistry (including biochemistry), forestry, geology, history, mathematics, microbiology, psychology, sociology and zoology. It also offers the Doctor of Education degree and a graduate professional degree (Juris Doctor) in law.

The academic core of the University is its College of Arts and Sciences, in which about two-thirds of the undergraduate students are enrolled. Complementing the college's programs, and dependent upon the college for the broad educational base on which specialized studies are founded, are the Graduate School and seven professional schools: Business Administration, Education, Fine Arts, Forestry, Journalism, Pharmacy and Allied Health Sciences, and Law.

The University should extend its schedule of course offerings on campus to provide an opportunity for non-traditional students in Missoula to gain access to its programs. The University of Montana should continue to offer continuing professional education (CPE) in business, clinical psychology, communication sciences and disorders, forestry and wildlife management, law, pharmacy, physical therapy and social work throughout the state. In education, gerontology, the humanities, and journalism, the University should maintain and expand its service, primarily in the western region. In cooperation with

Montana State University, the University should maintain its extensive CPE Program for allied health personnel and physicians in western Montana. The University also offers a summer program to provide opportunities for enrichment, acceleration, and remediation for traditional students, and to serve other students who cannot attend during the fall, winter, or spring.

The University of Montana has a strong mandate to maintain active research programs, and all faculty members are expected to engage in research or creative activity. Research activity is particularly strong in the humanities, social and behavioral sciences, physical, biological and biomedical sciences, and forestry. In addition to research facilities within schools and departments, the University maintains a number of specialized laboratories, institutes and research facilities. Among these are the Yellow Bay Biological Station, Montana Forest and Conservation Experiment Station, Animal Behavior Laboratory, Institute for Social Research, Lubrecht Forest facilities for research and teaching, Wood Chemistry Laboratory, Bureau of Government Research, Bureau of Business and Economic Research, Bureau of Educational Research and Services, Stella Duncan Memorial Institute for Biomedical Research, Water Resources Research Program, Geology Field and Research Station at Dillon, the Speech, Hearing and Language Clinic, Montana Criminal Law Information Research Center and Montana Defender Project, Earthquake Laboratory, the Computer Center, the Environmental Studies Laboratory of the Botany Department, and the Wilderness Institute.

The University of Montana has primary responsibility for graduate instruction in business, the arts, humanities, social science and behavioral science, and shares this responsibility in the physical and biological sciences and the allied health professions. The programs in law, forestry, pharmacy, journalism, physical therapy and communication sciences and

disorders are unique in the University System.

The University of Montana generates and imparts knowledge, cultivates the desire for rational inquiry, and encourages intellectual discipline and individual diversity that fosters dialogue between professional schools and academic disciplines, sciences and humanities, theorists and practitioners. The University historically has been the center of liberal education in Montana and should be supported in its efforts to perpetuate a rich academic tradition which for decades has constituted a special and unusual asset to Montana and the Rocky Mountain West, and has given the University its special character within the Montana University System.*

* The complete Role and Scope document is available for review in the office of the Academic Vice President

FRAMEWORK FOR PLANNING
III. Major Themes for the 1980's

III. MAJOR THEMES FOR THE 1980'S

The following statement of major themes serves to articulate a shared sense of the mission of the University of Montana for the 1980's. The themes are designed to be used as goal statements to guide the University's planning process. Specific objectives or proposals generated through the planning process will be evaluated in light of their congruence with these major themes. The successful achievement of the mission of the University of Montana during the decade of the 1980's is predicated upon a commitment to community within and among the faculty, students, administration, staff, alumni and friends of the University. Commitment to community is the capstone which will enable the vision expressed in these major themes to become a reality.

Theme 1

The University of Montana community shall identify and support, as the cornerstone of its central educational mission, those experiences which provide its students with the knowledge and skills which are the essence of a liberal education. To this end, the University is committed to further development of the general education program for all undergraduate degree students that stimulates them 1) to develop the capacity for written, oral and mathematical communication; 2) to experience a wide scope of fields of knowledge; 3) to appreciate critically their own culture and behavior, as well as the cultures and behaviors of others; 4) to make sound and informed value judgments; and 5) to think effectively and integrate knowledge.

Theme 2

The University of Montana community shall enhance the quality and the scope of its undergraduate and graduate professional programs. The hallmark of such

programs shall be their timely and innovative response to the needs of society, the interests of students, and the maintenance of the highest standards of the various professions. The professional programs also shall be encouraged to develop options for minors and/or cognate courses of study as viable opportunities for undergraduate and graduate students.

Theme 3

The University of Montana community shall encourage the development of applied options within liberal arts, fine arts, and sciences degree programs. The purpose is not to replace traditional courses of study, but rather to expand the range of student options within given fields. Current resources will form the base for most of these developments. Interdisciplinary opportunities will be encouraged.

Theme 4

The University of Montana community shall strive to improve the research and creative efforts of its faculty, students, research staff, and administration. This will require a concerted evaluation of current resources, increased focus on interdisciplinary cooperation, and strategic planning within the context of new federal, state and private sector priorities. The University needs to reinforce its commitment to support its research services as a way of encouraging research activity during a period of difficulty in obtaining external support. The University will increase efforts at all levels to recognize and reward effective research and creative endeavors. Concomitantly, there will be an increased expectation of research and creative activity as part of the regular contribution of faculty at the University.

Theme 5

The University of Montana community shall maintain and enhance the viability

of its graduate programs. Development of new graduate programs or retention of current programs should be critically evaluated in the context of the needs of the students, the expectations of society, the ability to maintain standards of excellence, and the effective and efficient use of the University's resources. Development of interdisciplinary and professional masters' programs will be a center of focus during the 1980's. In the University's smaller doctoral programs, emphasis will be placed on the use of tutorials and/or other instructional methods designed to ensure the quality of the candidate's doctoral experience.

Theme 6

The University of Montana community shall broaden the concept and the scope of its service to the citizens of Montana and the Northern Rocky Mountain region. The University, through its various fine arts programs, its radio and TV activities, its historical archives and library holdings, its programs in literature, creative writing, etc., should become a regional center of cultural excellence. Through its various sciences and professional programs, the University should expand its sphere of service to the people of Montana and the region. Finally, the University should seek to address the critical economic, social and political issues facing Montana's citizens in the 1980's by expanding its role as an informed and objective resource center.

Theme 7

The University of Montana community shall develop comprehensive, life-long learning strategies which extend a broader range of educational opportunities to non-traditional students. Opportunities for such students to complete degree programs or take individual credit courses will be significantly expanded through the establishment of a comprehensive night program for the UM campus and through the development of selective higher education centers in key locations in Montana.

The University will encourage cooperative programs with other units of the Montana University System. The development of such programs will provide the citizens of the community, the state and the region with access to the rich array of the University's resources and programs.

Theme 8

The University of Montana community shall foster cooperative relationships within the international community through, 1) the improvement and measured expansion of the University's international students' programs, 2) the timely modification of curricula which will serve as a guide to students in the world community of the twenty-first century, and 3) the increased interchange of human and technical resources with international and/or national organizations, groups, or individuals. A first area of endeavor will be to establish relationships with institutions of higher education in other nations to facilitate the exchange of faculty and students. The University will develop a plan to ensure that international student enrollment is dispersed across program areas and is representative of many countries.

Theme 9

The University of Montana community shall develop a sound, diversified program of private support for the University which incorporates the effective coordination of the development, alumni and outreach efforts of the institution. This effort recognizes the potential decline of federal programs supporting instructional, research and student financial aid activities. The University program for private support will emphasize the critical importance of a private and public partnership to ensure the continuance of a "margin of excellence" for the University's programs. This development will coincide with continued emphasis on the efforts to increase the state support base for Montana higher education.

Theme 10

The University of Montana community shall provide critical academic support services which enable individual students 1) to identify and achieve appropriate educational goals, 2) to increase their desire for self-directed learning, 3) to develop a sense of self-esteem and confidence, and 4) to develop their leadership potential for the greater good of Montana and the nation. Maintenance and enhancement of its library system, academic advising and retention system, honors programs, instructional services and media programs, computer systems, etc., should better enable the University to accomplish its institutional goals of effective teaching, research and service. Additionally, cooperative efforts by Montana high schools and the University of Montana to improve academic preparation for and access to post-secondary opportunities will provide the basis for an important partnership for the 1980's.

Theme 11

The University of Montana community shall provide a comprehensive, coordinated system of programs, services, and activities that are responsive to the social, cultural, intercollegiate athletic and recreational needs and interests of its students. These programs, services and activities also should be readily accessible to faculty, administration, staff, alumni and friends of the University.

Theme 12

The University of Montana community shall encourage an effective range of institutional support services. These services will be designed to provide an environment that is conducive to the program efforts of the institution. Emphasis will be placed on responsive services, streamlined policies and procedures, sound management, and professional quality support programs.

Theme 13

The University of Montana community shall develop a plan for space utilization and the effective use of all facilities. Restoration or renovation of existing facilities rather than new construction will be a major goal. Priority decisions will be based upon creative use of existing space, multiple-facility-use proposals, and evidence of major operating cost and energy reductions or potential to improve dramatically the quality of instruction or research. As the University is primarily a residential institution, provision for a clean, healthy and safe campus environment also must remain a dominant concern.

Theme 14

The University of Montana community shall develop an effective administrative system which facilitates the comprehensive mission of the University through systematic planning, responsive leadership, participative decision-making processes, sound fiscal management, relevant program evaluation and careful accountability of the public trust. Effective and efficient administration of the University as a complex organization will further require 1) an indepth assessment and consolidation of current administrative policies and procedures, and 2) a continued commitment to comprehensive planning as the optimal way to accomplish the mission of the University.

CRITERIA FOR SPECIFIC PROPOSALS

In its formal recommendations to the Office of the President, the University Planning Council will be asked to judge program objectives and requests for resources against the template of these major themes. In addition, the following criteria will be used as operating standards to evaluate specific proposals:

1. Effective accomplishment of the primary teaching, research, and/or service roles of the University.

2. Impact on the quality of University activities.
3. Long-range benefits to the University community.
4. Impact on professional development of University personnel.
5. Impact on admissions or retention.
6. Increased income or reduced costs.
7. Effective utilization, including reallocation, of existing personnel and other resources.
8. Interdisciplinary cooperation.
9. Maintenance of effective and efficient support systems for University activities.
10. Impact on the quality of the students' University experience.

FRAMEWORK FOR PLANNING

IV. Implementation of Planning

IV. IMPLEMENTATION OF PLANNING

A. PREPARATION OF PLANNING MATERIALS

The importance of the planning process to the viability of the University of Montana cannot be overemphasized. The results of the process will have significant impact on the full range of the University's decisions about programs, personnel, resource allocation, space distribution, capital projects, etc. This first planning cycle is telescoped in time and will require patience. Because it is a new process, there will be areas needing improvement. Every effort will be made to be flexible. Your cooperation is necessary and your advice welcome.

One aspect of this planning effort is the enhancement pool to be used for investment in priority program activities for 1982-83. The University Planning Council will be recommending project support from that pool which is established at \$350,000 to \$400,000. This represents slightly more than one percent of the base operating budget of the University. Each planning unit will be authorized to make request(s) equal to three percent of its 1981-82 beginning budget. The President's Office will provide each planning unit with a total dollar amount for potential planning unit requests. This should permit a reasonable opportunity for substantive requests to be considered and still provide an outside parameter for the process. Some planning units or other groups will be invited to submit specific proposals by the Office of the President. In those cases the three percent limitation may not apply.

GUIDELINES

Planning information from each unit is to be submitted by completing the PROGRAM SCOPE AND GENERAL PLANS and the RESOURCE REQUEST forms for each program request. Copies of these forms are included in this section. The

following guidelines on general resource matters should be considered in the formulation of planning unit requests.

1. Personal Services

In the area of personal services overall, planning unit administrators ought to assume a current FTE for next year. This does not preclude internal reallocation, in fact this is encouraged. It does mean that any personal service additions must be made through planning unit requests.

More specifically, in the area of faculty staffing, the student-faculty ratio targets as announced by the Academic Vice President in May of 1981 will continue for next year. Subsequently, the University Planning Council will review and recommend on the overall system of targets.

For 1982-83, the Office of the Academic Vice President will project an AY enrollment for each unit. It is assumed that overall enrollment next year will be equal to this year's enrollment. If a unit is overstaffed according to student-faculty ratio targets, an appropriate number of open positions will be held for review and advice by the University Planning Council before decision by the Academic Vice President. If a unit is on target, it may continue with recruitment for open positions. If a unit appears understaffed, on the basis of the targets, its proposals for position additions will be reviewed by the University Planning Council before decision by the Academic Vice President. Regardless of ratio target considerations, any academic unit may seek additional faculty positions through the enhancement pool. The teaching assistant budget (technically part of the faculty FTE) will be allocated by the Associate Vice President for Research and Dean of the Graduate School.

In all other personnel areas--unless there has been permanent internal reallocation--the number of positions will continue at the 1981-82 beginning

budget level. Again, enhancement pool requests may be submitted in these areas.

There is no need for planning unit heads to submit requests for salary increases in any category. These increases will be funded in accord with contractual provisions, collective bargaining agreements, and the Montana University System guidelines.

The proposed budget includes projected salary savings to be generated within the University by turnover. Accordingly, salary savings in all personnel areas will revert to a central pool. Further, the budget does not include any allocations for reclassifications or annual and sick leave payoffs. These will be absorbed in delayed hirings or internal reallocation. This arrangement has been in effect for 1981-82 and will continue for 1982-83.

2. Operations

An increase of ten percent will be applied to the operations base of all units. Again, as in the case of personal services, planning unit administrators are encouraged to reallocate operations resources. Any operations request above the ten percent must be made as an enhancement pool unit request to the UPC for review and recommendation.

Planning units will not have to request increases in funds for computer usage. Once the Computer Center's budget is approved, allocations to units will be based on prior usage, rates of growth, etc. As always, priorities for development projects should be submitted to the Computer Center. Campus-wide priorities will be determined by the Office of the President after consultation with the UPC and other advisory groups.

3. Capital

The 1982-83 budget includes a ten percent increase for library acquisitions and an allowance for existing lease-purchase agreements.

The research budget contains funds for equipment matching and an equipment budget of \$300,000 has been allocated for routine equipment purchases. Of the \$300,000 total, \$54,700 is committed to MONTS for 1982-83 to meet the University's matching requirements. Supplemental guidelines for submitting requests for the equipment allocation will be sent to planning unit heads.

If you have any questions, please address them to your planning unit administrator. If necessary, those individuals will contact the Office of the Academic Vice President which exercises the overall coordinating responsibility of the planning process for the Office of the President.

IV.B. PLANNING FORM 1

PROGRAM SCOPE AND GENERAL PLANS

Planning Unit _____

1. Program Description Provide a brief description of current programs and services. This statement will provide background information for members of the University Planning Council and other readers. Be concise but use an attached page if necessary.
2. General Plans Describe plans for enhancement, reduction, changes or reallocation of programs and services. The purpose of this section is to convey a sense of what the unit aspires to do or be in five years with particular reference to the relevant Major Themes for the 1980's.

PLANNING FORM 2

RESOURCE REQUEST

This form should be completed for each specific proposal being submitted by the planning unit.

Planning Unit _____

Program Area _____

Proposal _____

Priority for Planning Unit _____

Budget Category: Personal Services _____ Operations _____ Capital _____

Budget Adjustment: Base _____ One Time Only _____

1. Proposal Description Provide a description of the proposal indicating how it contributes to the enhancement of the unit's program. The description is to include a statement of how the proposal accomplishes the themes for the University presented in the Format for Planning document. Specify the demonstrable benefits to the University. Please be concise.

2. Resources Describe the resources the unit will commit to the proposal.

3. Evaluation Propose outcomes or results from implementing this program. How can they be assessed and what approach to evaluation is proposed.

IV.C. PLANNING SCHEDULE

February - The Format for Planning document distributed to all planning units. This follows its review by the University Planning Council and planning unit heads.

February - Early April - This is a period of preparation work by planning units and general orientation by the UPC.

1. Planning units consider and develop planning materials. The materials are due in the Office of the President on April 12. The College of Arts and Sciences materials are due on April 19.
2. The University Planning Council will review national, state and university planning data, budget information, enrollment projections, faculty student target ratios and teaching assistant allocations, etc.

April - The University Planning Council reviews the planning materials submitted by units. This review will include consultation with appropriate offices and standing committees of the University.

Mid-May - The University Planning Council prepares a tentative University Planning Report. This report is a recommendation to the Office of the President and includes:

- a summary of major program directions involved through planning
- recommended list of priority considerations for funding from the enhancement pool
- issues and concerns requiring additional attention and study

Early June - The Office of the President prepares a final University Planning Report based on the preliminary report by the UPC. The priorities of the report are incorporated into budget plans for 1982-1983.

The University submits the University Planning Report to the Board of Regents for its information. The operating budget for the University incorporating planning decisions is submitted to the Board of Regents for approval.

FRAMEWORK FOR PLANNING

V. Budget Information

University of Montana
Budget Estimate
1982-83

Available Funds		
1982-83 Appropriation (HB 500 & HB 840)		\$ 32,510,974
Estimated Amount from Governor's Office		230,000
Less:		
Research - HB 500	\$ 364,745	
Public Service - HB 500	167,978	
Physical Plant - HB 500	4,105,745	
Research, Public Service, Physical Plant - HB 840	<u>128,436^a</u>	<u>(4,766,904)</u>
Available for Distribution		<u>\$ 27,974,070</u>
Distribution:		
Personal Services		
Faculty ^b	\$ 11,204,315	
Contract Professionals	2,481,752	
Classified	3,762,535	
Graduate Assistants	927,678	
Temporary-Part Time	297,912	
Benefits	<u>3,614,287</u>	\$ 22,288,479
Operations		3,466,014
Lease/Purchases		50,000
Library Acquisitions		736,936
Equipment ^c		300,000
Institutional Reserve		50,000
Scholarships/Fellowships		682,641
Planning Enhancement Pool		<u>400,000</u>
Total Budget		<u>\$ 27,974,070</u>

^aExcludes benefits

^bAdjusted to reflect anticipated savings of \$70,000 from "roll-over" prior to Fall Quarter 1982-83.

^c\$54,700 committed to matching for MONTS for 1982-83.

Assumptions Used in Projecting 1982-83 Budget

<u>Budget Item</u>	<u>Assumption</u>	<u>Dollar Change Per 1% Change</u>
Faculty Salaries	UTU Collective Bargaining Agreement	n.a.
Faculty Vacancy Savings	\$40,000	n.a.
Contract Professionals	10.87% + \$25,000	\$24,568
Classified Salaries	HB840 Matrix	n.a.
Classified Vacancy Savings	\$90,000	n.a.
Graduate Assistant Allocation	11%	\$ 9,277
Hourly	No Increase	\$ 2,979
Benefits	Statutory Provisions	n.a.
Operations (S&E)*	10%	\$33,010
Lease/Purchase Contracts	Estimate Based on Past Experience	n.a.
Library Acquisitions	10%	\$ 7,018
Equipment	\$350,000	n.a.
Scholarships/Fellowships	HB500	n.a.

*Computer Center salaries, reported as operations in the current unrestricted budget, have been increased to reflect the actual assumed salary increases rather than 10%.

V.B. UNIVERSITY OF MONTANA
HISTORICAL BUDGET INFORMATION
COMPARATIVE BUDGET DATA

		1979-80		1980-81		1981-82	
		<u>FTE</u>	<u>Amount</u>	<u>FTE</u>	<u>Amount</u>	<u>FTE</u>	<u>Amount</u>
<u>College of Arts & Sciences</u>							
1001	Anthropology Personnel Operations	8.11	154,600 <u>7,560</u>	8.10	164,704 <u>7,560</u>	8.09	187,781 <u>8,315</u>
	Total		162,160		172,264		196,096
1003	Bio. Station Personnel Operations	1.66	25,812 <u>9,367</u>	1.41	20,267 <u>14,067</u>	1.40	21,886 <u>18,975</u>
	Total		35,179		34,334		40,861
1004	Botany Personnel Operations Lease/Purchase	13.09	251,065 28,894 <u>-0-</u>	13.04	264,532 28,894 <u>1,535</u>	12.23	267,597 31,780 <u>1,535</u>
	Total		279,959		294,961		300,912
1006	Chemistry Personnel Operations	17.86	350,588 <u>48,016</u>	17.76	372,767 <u>49,016</u>	18.20	441,010 <u>53,920</u>
	Total		398,604		421,783		494,930
1007	Comm. Sci. & Dis. Personnel Operations Lease/Purchase	10.70	192,558 11,570 <u>-0-</u>	10.68	206,833 11,570 <u>-0-</u>	10.66	234,278 14,150 <u>1,078</u>
	Total		204,128		218,403		249,506
1008	Computer Science Personnel Operations	7.06	124,937 <u>10,858</u>	6.05	115,197 <u>10,858</u>	8.15	196,913 <u>14,585</u>
	Total		135,795		126,055		211,498
1009	Core Biology Personnel Operations	.50	9,035 <u>3,300</u>	.50	9,522 <u>3,300</u>	.50	10,453 <u>3,830</u>
	Total		12,335		12,822		14,283
1012	Economics Personnel Operations	10.00	186,880 <u>6,004</u>	9.99	198,913 <u>6,004</u>	9.99	237,245 <u>7,005</u>
	Total		192,884		204,917		244,250

UNIVERSITY OF MONTANA
COMPARATIVE BUDGET DATA

		1979-80		1980-81		1981-82	
		<u>FTE</u>	<u>Amount</u>	<u>FTE</u>	<u>Amount</u>	<u>FTE</u>	<u>Amount</u>
<u>College of Arts & Sciences (cont'd)</u>							
1013	English Personnel Operations	23.93	460,613 <u>11,217</u>	21.82	442,920 <u>11,217</u>	22.06	500,308 <u>12,340</u>
	Total		471,830		454,137		512,648
1015	Foreign Language Personnel Operations	26.20	464,343 <u>9,286</u>	25.18	474,785 <u>9,286</u>	25.28	533,336 <u>17,115</u>
	Total		473,629		484,071		550,451
1018	Geography Personnel Operations	8.07	144,436 <u>6,739</u>	8.06	152,701 <u>6,739</u>	8.05	169,045 <u>8,415</u>
	Total		151,175		159,440		177,460
1019	Geology Personnel Operations Lease/Purchase	18.59	346,118 35,446 <u>-0-</u>	17.58	352,528 36,946 <u>1,258</u>	18.32	452,198 41,140 <u>525</u>
	Total		381,564		390,732		493,863
1022	History Personnel Operations Lease/Purchase	16.28	315,874 7,373 <u>-0-</u>	15.03	314,715 7,373 <u>-0-</u>	14.53	344,626 6,098 <u>3,212</u>
	Total		323,247		322,088		353,936
1026	Humanities Personnel Operations	3.50	62,847 <u>3,009</u>	3.50	64,790 <u>2,009</u>	3.50	73,222 <u>3,910</u>
	Total		65,856		66,799		77,132
1028	INCO Personnel Operations	7.55	128,970 <u>7,700</u>	6.53	117,522 <u>7,700</u>	7.51	149,378 <u>8,970</u>
	Total		136,670		125,222		158,348

UNIVERSITY OF MONTANA
COMPARATIVE BUDGET DATA

		1979-80		1980-81		1981-82	
		<u>FTE</u>	<u>Amount</u>	<u>FTE</u>	<u>Amount</u>	<u>FTE</u>	<u>Amount</u>
<u>College of Arts & Sciences (cont'd)</u>							
1030	Linguistics Operations		-0-		375		415
1032	Mathematics Personnel Operations	21.78	455,103 <u>10,863</u>	20.76	462,966 <u>14,863</u>	20.88	545,352 <u>16,850</u>
	Total		465,966		477,829		562,202
1033	Military Science Operations		2,530		2,530		2,550
1035	Native Amer. St. Personnel Operations	4.09	63,434 <u>6,110</u>	4.09	68,082 <u>6,110</u>	4.09	76,098 <u>7,270</u>
	Total		69,544		74,192		83,368
1038	Philosophy Personnel Operations	13.70	245,999 <u>5,476</u>	11.51	219,976 <u>5,476</u>	11.48	247,401 <u>6,625</u>
	Total		251,475		225,452		254,026
1039	Physics & Astronomy Personnel Operations	7.27	140,954 <u>11,577</u>	7.23	151,027 <u>11,577</u>	7.20	170,066 <u>12,735</u>
	Total		152,531		162,604		182,801
1040	Political Science Personnel Operations	10.21	196,596 <u>6,400</u>	9.29	184,955 <u>6,400</u>	9.28	209,554 <u>10,240</u>
	Total		202,996		191,355		219,794
1041	Psychology Personnel Operations Lease/Purchase	23.89	425,383 27,948 <u>-0-</u>	22.77	433,785 27,948 <u>1,344</u>	23.71	505,815 31,745 <u>1,344</u>
	Total		453,331		463,077		538,904

UNIVERSITY OF MONTANA
COMPARATIVE BUDGET DATA

		1979-80		1980-81		1981-82	
		<u>FTE</u>	<u>Amount</u>	<u>FTE</u>	<u>Amount</u>	<u>FTE</u>	<u>Amount</u>
College of Arts & Sciences (cont'd)							
1044	Religious Studies						
	Personnel	7.71	157,924	7.19	151,520	7.17	179,382
	Operations		6,488		6,488		7,488
	Lease/Purchase		<u>3,013</u>		<u>3,013</u>		<u>3,013</u>
	Total		167,426		161,021		189,883
1046	Social Work						
	Personnel	5.00	101,377	5.00	108,056	6.00	131,586
	Operations		<u>5,675</u>		<u>5,675</u>		<u>6,790</u>
	Total		107,052		113,731		138,376
1047	Sociology						
	Personnel	13.40	261,462	13.39	274,520	12.62	283,856
	Operations		<u>12,866</u>		<u>12,866</u>		<u>14,155</u>
	Total		274,328		287,386		298,011
1048	Writing Project						
	Personnel		-0-		-0-	1.96	28,000
	Operations		<u>-0-</u>		<u>-0-</u>		<u>2,000</u>
	Total		-0-		-0-		30,000
1049	Zoology						
	Personnel	15.29	256,382	16.21	276,668	15.66	297,842
	Operations		29,376		29,376		32,315
	Lease/Purchase		<u>-0-</u>		<u>883</u>		<u>883</u>
	Total		285,758		306,927		331,040
1050	Dean CAS Reserve						
	Personnel	(1.39)	(18,000)	2.22	37,000		-0-
	Operations		<u>57,262</u>		<u>8,133</u>		<u>52,682</u>
	Total		39,262		45,133		52,682
1084	EVST						
	Personnel	2.02	31,777	2.02	34,171	2.52	53,281
	Operations		<u>3,750</u>		<u>4,150</u>		<u>4,965</u>
	Total		35,527		38,321		58,246

UNIVERSITY OF MONTANA
COMPARATIVE BUDGET DATA

		1979-80		1980-81		1981-82	
		FTE	Amount	FTE	Amount	FTE	Amount
<u>College of Arts & Sciences (cont'd)</u>							
1101	SPABBA Operations		-0-		33,354		-0-
1214	Dean - Arts & Sciences Personnel Operations	4.00	80,838 <u>4,511</u>	4.00	84,692 <u>5,511</u>	3.83	95,136 <u>6,060</u>
	Total		85,349		90,203		101,196
TOTAL - COLLEGE OF ARTS & SCIENCES							
	Personnel	300.70	5,617,906	290.91	5,760,114	294.87	6,642,645
	Operations		397,171		393,371		465,433
	Lease/Purchase		<u>3,013</u>		<u>8,033</u>		<u>11,590</u>
	TOTAL	<u>300.70</u>	<u>6,018,090</u>	<u>290.91</u>	<u>6,161,518</u>	<u>294.87</u>	<u>7,119,668</u>
<u>Business Administration*</u>							
1051	Accounting & Finance Personnel Operations Lease/Purchase	14.08	297,206 12,498 <u>2,291</u>	14.06	307,185 11,555 <u>2,291</u>	16.74	429,810 14,490 <u>2,291</u>
	Total		311,995		321,031		446,591
1052	Management Personnel Operations Lease/Purchase	16.70	330,663 12,889 <u>2,292</u>	16.56	351,535 12,555 <u>2,292</u>	19.08	487,051 15,245 <u>2,292</u>
	Total		345,844		366,382		504,588
1102	SPABBA - Business Operations		-0-		5,505		-0-
1216	Dean - Business Administration Personnel Operations Lease/Purchase	2.06	49,226 10,342 <u>662</u>	2.24	53,622 7,900 <u>662</u>	2.06	58,511 15,030 <u>662</u>
	Total		60,230		62,184		74,203

*Bureau of Business and Economic Research (BBER)
included under Organized Research.

UNIVERSITY OF MONTANA
COMPARATIVE BUDGET DATA

		1979-80		1980-81		1981-82	
		<u>FTE</u>	<u>Amount</u>	<u>FTE</u>	<u>Amount</u>	<u>FTE</u>	<u>Amount</u>
<u>Business Administration (cont'd)</u>							
TOTAL - BUSINESS ADMINISTRATION							
Personnel	32.84	677,095	32.86	712,342	37.88	975,372	
Operations		35,729		37,515		44,765	
Lease/Purchase		5,245		5,245		5,245	
TOTAL	<u>32.84</u>	<u>718,069</u>	<u>32.86</u>	<u>755,102</u>	<u>37.88</u>	<u>1,025,382</u>	
 <u>School of Education</u>							
1054* Education							
Personnel	27.32	496,561	24.32	461,817	24.69	510,581	
Operations		86,695		106,839		117,950	
Total		583,256		568,656		628,531	
1055 HPE							
Personnel	13.35	255,540	13.33	258,376	13.33	282,898	
Operations		11,848		4,100		4,510	
Total		267,388		262,476		287,408	
1056 Home Economics							
Personnel	7.84	125,422	7.83	134,469	7.83	139,004	
Operations		7,500		4,000		4,400	
Recharge		(2,500)		(2,500)		-0-	
Total		130,422		135,969		143,404	
1218 Dean - Education							
Personnel	2.00	52,484	2.22	55,610	2.22	61,536	
Operations		13,780		4,598		5,058	
Total		66,264		60,208		66,594	
TOTAL - EDUCATION							
Personnel	50.51	930,007	47.70	910,272	48.07	994,019	
Operations		119,823		119,537		131,918	
Recharge		(2,500)		(2,500)		-0-	
TOTAL	<u>50.51</u>	<u>1,047,330</u>	<u>47.70</u>	<u>1,027,309</u>	<u>48.07</u>	<u>1,125,937</u>	

*Also includes 1053 - ASCPSF, 1103 - Education Administration

UNIVERSITY OF MONTANA
COMPARATIVE BUDGET DATA

		1979-80		1980-81		1981-82	
		<u>FTE</u>	<u>Amount</u>	<u>FTE</u>	<u>Amount</u>	<u>FTE</u>	<u>Amount</u>
<u>School of Fine Arts</u>							
1057	Art Personnel Operations	11.73	212,265 <u>17,238</u>	11.69	217,876 <u>17,238</u>	12.31	268,563 <u>19,338</u>
	Total		229,503		235,114		287,901
1058	Drama/Dance Personnel Operations Lease/Purchase	12.74	203,621 17,112 <u>-0-</u>	13.68	236,602 16,242 <u>870</u>	13.93	262,948 19,542 <u>1,099</u>
	Total		220,733		253,714		283,589
1059	Music Personnel Operations Lease/Purchase	25.64	436,865 38,201 <u>-0-</u>	24.08	446,820 37,667 <u>534</u>	24.02	501,753 39,062 <u>534</u>
	Total		475,066		485,021		541,349
1060	Fine Arts - Dean's Reserve Operations		19,305		16,223		22,534
1104	SPABBA - Fine Arts Operations		-0-		1,053		-0-
1152	Summer Theatre Personnel Operations		-0- <u>-0-</u>		-0- <u>-0-</u>	.29	2,800 <u>6,000</u>
	Total		-0-		-0-		8,800
1154	Montana Repertory Theatre Operations		14,000		14,000		15,400
1220	Dean - Fine Arts Personnel Operations Lease/Purchase	3.04	54,659 9,184 <u>-0-</u>	3.04	60,211 8,373 <u>811</u>	3.10	65,838 9,725 <u>811</u>
	Total		63,843		69,395		76,374

UNIVERSITY OF MONTANA
COMPARATIVE BUDGET DATA

		1979-80		1980-81		1981-82	
		<u>FTE</u>	<u>Amount</u>	<u>FTE</u>	<u>Amount</u>	<u>FTE</u>	<u>Amount</u>
<u>School of Fine Arts (cont'd)</u>							
TOTAL - FINE ARTS							
Personnel	53.15	907,410	52.49	961,509	53.65	1,101,902	
Operations		115,040		110,796		131,601	
Lease/Purchase		-0-		2,215		2,444	
TOTAL	<u>53.15</u>	<u>1,022,450</u>	<u>52.49</u>	<u>1,074,520</u>	<u>53.65</u>	<u>1,235,947</u>	
 <u>School of Forestry</u>							
1063 Forestry							
Personnel	23.28	430,050	22.31	437,323	21.83	458,568	
Operations		11,168		14,262		32,990	
Lease/Purchase		-0-		4,676		2,598	
Total		441,218		456,261		494,156	
1064 Wildlife Extension							
Personnel	.06	487	.06	487	.06	550	
Operations		4,477		2,550		2,805	
Total		4,964		3,037		3,355	
1085 Wildlife Biology							
Personnel	1.00	9,185	1.00	9,728	1.00	11,054	
Operations		750		750		825	
Total		9,935		10,478		11,879	
1105 SPABBA - Forestry							
Operations		-0-		14,089		-0-	
1222 Dean - Forestry							
Personnel	2.26	49,139	2.28	53,388	2.28	59,788	
Operations		16,565		2,920		3,212	
Total		65,704		56,308		63,000	
 TOTAL - FORESTRY							
Personnel	26.60	488,861	25.65	500,926	25.17	529,960	
Operations		32,960		34,571		39,832	
Lease/Purchase		-0-		4,676		2,598	
TOTAL	<u>26.60</u>	<u>521,821</u>	<u>25.65</u>	<u>540,173</u>	<u>25.17</u>	<u>572,390</u>	

UNIVERSITY OF MONTANA
COMPARATIVE BUDGET DATA

		1979-80		1980-81		1981-82	
		<u>FTE</u>	<u>Amount</u>	<u>FTE</u>	<u>Amount</u>	<u>FTE</u>	<u>Amount</u>
<u>School of Journalism</u>							
1067	Journalism Personnel Operations	5.75	104,738 <u>12,936</u>	5.59	110,124 <u>11,975</u>	5.59	121,179 <u>14,155</u>
	Total		117,674		122,099		135,334
1068	Radio-TV Personnel Operations	1.65	24,543 <u>11,709</u>	1.70	27,198 <u>11,709</u>	1.70	31,950 <u>13,060</u>
	Total		36,252		38,907		45,010
1106	SPABBA - Journalism Operations		-0-		419		-0-
1155	KUFM Personnel	4.21	74,453	4.35	79,699	4.35	88,687
1224	Dean - Journalism Personnel Operations	1.50	35,939 <u>4,064</u>	1.50	38,401 <u>4,064</u>	1.50	42,394 <u>4,470</u>
	Total		40,003		42,465		46,864
TOTAL - JOURNALISM							
	Personnel Operations	13.11	239,673 <u>28,709</u>	13.14	255,422 <u>28,167</u>	13.14	284,210 <u>31,685</u>
	TOTAL	<u>13.11</u>	<u>268,382</u>	<u>13.14</u>	<u>283,589</u>	<u>13.14</u>	<u>315,895</u>
<u>School of Law</u>							
1071	Law Personnel Operations	14.32	354,616 <u>17,306</u>	14.17	373,443 <u>15,686</u>	15.42	457,063 <u>16,283</u>
	Total		371,922		389,129		473,346

UNIVERSITY OF MONTANA
COMPARATIVE BUDGET DATA

		1979-80		1980-81		1981-82	
		<u>FTE</u>	<u>Amount</u>	<u>FTE</u>	<u>Amount</u>	<u>FTE</u>	<u>Amount</u>
<u>School of Law (cont'd)</u>							
1193	Law Library						
	Personnel	5.13	69,715	5.26	79,610	5.26	88,311
	Operations		1,359		1,359		1,495
	Library Acquisitions		<u>85,000</u>		<u>90,100</u>		<u>116,545</u>
	Total		156,074		171,069		206,351
1226	Dean - Law						
	Personnel	4.50	94,626	4.50	103,733	4.50	118,839
	Operations		17,516		16,032		19,607
	Lease/Purchase		<u>-0-</u>		<u>3,027</u>		<u>3,027</u>
	Total		112,142		122,792		141,473
TOTAL - LAW							
	Personnel	23.95	518,957	23.93	556,786	25.18	664,213
	Operations		36,181		33,077		37,385
	Lease/Purchase		-0-		3,027		3,027
	Library Acquisitions		<u>85,000</u>		<u>90,100</u>		<u>116,545</u>
	TOTAL	<u>23.95</u>	<u>640,138</u>	<u>23.93</u>	<u>682,990</u>	<u>25.18</u>	<u>821,170</u>
<u>School of Pharmacy</u>							
1074	Microbiology						
	Personnel	10.76	194,476	10.73	206,056	10.63	224,123
	Operations		<u>22,785</u>		<u>22,785</u>		<u>25,065</u>
	Total		217,261		228,841		249,188
1075	Pharmacy						
	Personnel	13.20	227,166	14.28	252,474	14.28	281,366
	Operations		<u>7,790</u>		<u>7,733</u>		<u>9,745</u>
	Total		234,956		260,207		291,111
1076	Physical Therapy						
	Personnel	3.75	59,395	3.75	63,024	3.85	64,209
	Operations		<u>2,700</u>		<u>2,700</u>		<u>3,470</u>
	Total		62,095		65,724		67,679

UNIVERSITY OF MONTANA
COMPARATIVE BUDGET DATA

		1979-80		1980-81		1981-82	
		<u>FTE</u>	<u>Amount</u>	<u>FTE</u>	<u>Amount</u>	<u>FTE</u>	<u>Amount</u>
<u>School of Pharmacy (cont'd)</u>							
1077	Pharmacy - Dean's Reserve Operations		4,500		1,000		5,170
1083	Electron Microscope Personnel Operations	.25	<u>4,331</u> <u>7,000</u>	.25	<u>4,567</u> <u>7,800</u>	.25	<u>5,493</u> <u>7,700</u>
	Total		11,331		12,367		13,193
1108	SPABBA - Pharmacy Operations		-0-		3,699		-0-
1228	Dean - Pharmacy Personnel Operations	2.33	<u>54,419</u> <u>9,343</u>	2.33	<u>57,438</u> <u>9,000</u>	2.33	<u>64,045</u> <u>10,460</u>
	Total		63,762		66,438		74,505
TOTAL - PHARMACY							
	Personnel Operations	30.29	<u>539,787</u> <u>54,118</u>	31.34	<u>583,559</u> <u>54,717</u>	31.34	<u>639,236</u> <u>61,610</u>
	TOTAL	<u>30.29</u>	<u>593,905</u>	<u>31.34</u>	<u>638,276</u>	<u>31.34</u>	<u>700,846</u>
<u>Graduate School, Sponsored Programs and Organized Research</u>							
1110	BBER Personnel Operations	5.16	<u>90,353</u> <u>15,431</u>	6.67	<u>117,043</u> <u>17,431</u>	6.66	<u>133,610</u> <u>21,150</u>
	Total		105,784		134,474		154,760
1112	Bureau Govt. Research Operations		3,000		-0-		-0-
1115	Grant & Contract Match Personnel Equipment		<u>-0-</u> <u>11,715</u>	.27	<u>3,500</u> <u>33,000</u>		<u>-0-</u> <u>35,000</u>
	Total		11,715		36,500		35,000

UNIVERSITY OF MONTANA
COMPARATIVE BUDGET DATA

		1979-80		1980-81		1981-82	
		<u>FTE</u>	<u>Amount</u>	<u>FTE</u>	<u>Amount</u>	<u>FTE</u>	<u>Amount</u>
Graduate School, Sponsored Programs and Organized Research (cont'd)							
1118	Research Development						
	Personnel		-0-	.60	12,230	.70	15,000
	Operations		<u>40,000</u>		<u>40,000</u>		<u>47,984</u>
	Total		40,000		52,230		62,984
1119	Special Research						
	Personnel	1.00	8,442		-0-		-0-
1120	Wildlife Research						
	Personnel	1.00	10,732	1.00	11,578	1.00	13,083
	Operations		<u>4,587</u>		<u>5,087</u>		<u>5,700</u>
	Total		15,319		16,665		18,783
1121	Indirect Costs - MONTS						
	Operations		-0-		-0-		30,000
1122	Radioactive Waste						
	Operations		1,000		1,500		1,400
1123	Wood Chemistry						
	Personnel		-0-	1.30	16,835	1.61	19,516
	Operations		<u>-0-</u>		<u>2,300</u>		<u>2,650</u>
	Total		-0-		19,135		22,166
1124	Stella Duncan						
	Personnel	.50	12,195	.74	15,859	.77	18,766
	Operations		<u>-0-</u>		<u>700</u>		<u>1,300</u>
	Total		12,195		16,559		20,066
1125	Inst. Human Resources						
	Personnel		-0-	.55	11,273		-0-
	Operations		<u>-0-</u>		<u>2,300</u>		<u>-0-</u>
	Total		-0-		13,573		-0-
1126	Earthquake Research						
	Personnel	.50	8,959	.50	9,443	.75	16,790
	Operations		<u>-0-</u>		<u>-0-</u>		<u>800</u>
	Total		8,959		9,443		17,590

UNIVERSITY OF MONTANA
COMPARATIVE BUDGET DATA

		1979-80		1980-81		1981-82	
		<u>FTE</u>	<u>Amount</u>	<u>FTE</u>	<u>Amount</u>	<u>FTE</u>	<u>Amount</u>
<u>Graduate School, Sponsored Programs and Organized Research (cont'd)</u>							
SUBTOTAL - ORGANIZED RESEARCH							
	Personnel	8.16	130,681	11.63	197,761	11.49	216,765
	Operations		64,018		69,318		110,984
	Equipment		<u>11,715</u>		<u>33,000</u>		<u>35,000</u>
	SUBTOTAL	<u>8.16</u>	<u>206,414</u>	<u>11.63</u>	<u>300,079</u>	<u>11.49</u>	<u>362,749</u>
1089	Graduate Assistants Personnel	49.86	598,300	49.67	633,300	55.02	784,000
1203	Graduate School Personnel	4.00	58,605	4.00	62,790	3.80	67,205
	Operations		<u>9,350</u>		<u>9,350</u>		<u>10,285</u>
	Total		67,955		72,140		77,490
1329	Sponsored Program Administration Personnel	4.88	101,003	4.87	107,751	5.07	121,652
	Operations		<u>11,061</u>		<u>11,061</u>		<u>12,170</u>
	Total		112,064		118,812		133,822
TOTAL - GRADUATE SCHOOL, SPONSORED PROGRAMS AND ORGANIZED RESEARCH							
	Personnel	66.90	888,589	70.17	1,001,602	75.38	1,189,622
	Operations		84,429		89,729		133,439
	Equipment		<u>11,715</u>		<u>33,000</u>		<u>35,000</u>
	TOTAL	<u>66.90</u>	<u>984,733</u>	<u>70.17</u>	<u>1,124,331</u>	<u>75.38</u>	<u>1,358,061</u>
<u>Library Services</u>							
1191	IMS Personnel	11.19*	103,131	12.03	155,874	12.03	176,232
	Operations		17,984		17,984		19,780
	Recharge		<u>(5,300)</u>		<u>(35,000)</u>		<u>(39,200)</u>
	Total		115,815		138,858		156,812

*FTE adjusted to reflect subsequent increase in
recharges for personnel.

UNIVERSITY OF MONTANA
COMPARATIVE BUDGET DATA

		1979-80		1980-81		1981-82	
		<u>FTE</u>	<u>Amount</u>	<u>FTE</u>	<u>Amount</u>	<u>FTE</u>	<u>Amount</u>
<u>Library Services (cont'd)</u>							
1195	Mansfield Library						
	Personnel	42.73	575,403	41.20	601,880	41.45	668,438
	Operations		29,633		29,633		91,247
	Library Acquisitions		<u>402,500</u>		<u>426,650</u>		<u>551,880</u>
	Total		1,007,536		1,058,163		1,311,565
TOTAL - LIBRARY SERVICES							
	Personnel	53.92	678,534	53.23	757,754	53.48	844,670
	Operations		47,617		47,617		111,027
	Library Acquisitions		402,500		426,650		551,880
	Recharge		<u>(5,300)</u>		<u>(35,000)</u>		<u>(39,200)</u>
	TOTAL	<u>53.92</u>	<u>1,123,351</u>	<u>53.23</u>	<u>1,197,021</u>	<u>53.48</u>	<u>1,468,377</u>
<u>Center for Continuing Education and Summer Programs (CCESP)</u>							
1088	Summer Salaries						
	Personnel	19.80	375,475	17.42	355,165	17.58	378,663
1166	WMHE						
	Personnel		-0-		-0-	1.04	14,100
	Operations		<u>13,807</u>		<u>13,807</u>		<u>1,088</u>
	Total		13,807		13,807		15,188
1209	Summer Administration						
	Personnel	1.28	17,749	1.25	18,826	1.25	21,115
	Operations		<u>11,182</u>		<u>11,182</u>		<u>12,300</u>
	Total		28,931		30,008		33,415
1210	CE Administration						
	Personnel		-0-		-0-	.30	10,200
	Operations		<u>4,587</u>		<u>5,375</u>		<u>5,913</u>
	Total		4,587		5,375		16,113
1274	Reading Institute						
	Personnel	1.00	14,892	1.00	15,923	1.04	19,781
	Operations		<u>2,500</u>		<u>2,500</u>		<u>2,350</u>
	Total		17,392		18,423		22,131

UNIVERSITY OF MONTANA
COMPARATIVE BUDGET DATA

		1979-80		1980-81		1981-82	
		<u>FTE</u>	<u>Amount</u>	<u>FTE</u>	<u>Amount</u>	<u>FTE</u>	<u>Amount</u>
<u>Center for Continuing Education and Summer Programs (CCESP) (cont'd)</u>							
TOTAL - CENTER FOR CONTINUING EDUCATION AND SUMMER PROGRAMS							
Personnel	22.08	408,116	19.67	389,914	21.21	443,859	
Operations		<u>32,076</u>		<u>32,864</u>		<u>21,651</u>	
TOTAL	<u>22.08</u>	<u>440,192</u>	<u>19.67</u>	<u>422,778</u>	<u>21.21</u>	<u>465,510</u>	
<u>Academic Services</u>							
1080 Sabbatical Replacements Personnel	.67	10,960	1.29	26,217	4.51	97,171	
1094 Faculty Vacancy Savings Personnel		-0-	(4.00)	(110,413)	(4.00)	(110,571)	
1160 Social Linguistics Newsletter Operations		1,500		1,500		1,650	
1197 Academic V.P. Personnel	2.53	63,787	2.51	66,898	3.51	115,450	
Operations		<u>14,368</u>		<u>13,568</u>		<u>15,805</u>	
Total		78,155		80,466		131,255	
1199 Accreditation Vist. Operations		2,000		8,500		9,350	
1201 Faculty Senate Personnel	.53	5,162	.53	5,548	.53	6,317	
Operations		<u>1,638</u>		<u>1,638</u>		<u>1,802</u>	
Total		6,800		7,186		8,119	
1212 Faculty Development Operations		-0-		-0-		8,000	
1250 Registrar Personnel	13.59	149,450	13.46	161,056	13.46	176,297	
Operations		42,095		37,645		56,410	
Lease/Purchase		<u>-0-</u>		<u>4,450</u>		<u>4,450</u>	
Total		191,545		203,151		237,157	

UNIVERSITY OF MONTANA
COMPARATIVE BUDGET DATA

		1979-80		1980-81		1981-82	
		<u>FTE</u>	<u>Amount</u>	<u>FTE</u>	<u>Amount</u>	<u>FTE</u>	<u>Amount</u>
<u>Academic Services (cont'd)</u>							
1266	Debate & Oratory Operations		-0-		4,000		4,000
1327	Institutional Research Personnel	2.52	42,059	2.51	45,045	2.52	52,380
	Operations		<u>3,013</u>		<u>3,813</u>		<u>4,195</u>
	Total		45,072		48,858		56,575
1330	Consolidated Brochure Operations		6,130		-0-		-0-
1333	Catalog Operations		38,000		38,000		41,800
TOTAL - ACADEMIC SERVICES							
	Personnel	19.84	271,418	16.30	194,351	20.53	337,044
	Operations		108,744		108,664		143,412
	Lease/Purchase		-0-		4,450		4,450
	TOTAL	<u>19.84</u>	<u>380,162</u>	<u>16.30</u>	<u>307,465</u>	<u>20.53</u>	<u>484,906</u>
<u>Student Affairs</u>							
1254	Financial Aids Personnel	8.09	108,386	8.04	117,265	9.32	145,990
	Operations		<u>20,746</u>		<u>20,746</u>		<u>27,995</u>
	Total		129,132		138,011		173,985
1261	Orientation Personnel		-0-		-0-	.10	1,000
	Operations		-0-		<u>2,000</u>		<u>9,200</u>
	Total		-0-		2,000		10,200
1262	Admissions Personnel	10.68	103,761	10.63	119,276	11.44	153,560
	Operations		<u>33,317</u>		<u>29,379</u>		<u>47,174</u>
	Total		137,078		148,655		200,734
1264	Academic Advising Personnel		-0-		-0-	.10	1,000
	Operations		<u>5,500</u>		<u>5,500</u>		<u>5,000</u>
	Total		5,500		5,500		6,000

UNIVERSITY OF MONTANA
COMPARATIVE BUDGET DATA

		1979-80		1980-81		1981-82	
		<u>FTE</u>	<u>Amount</u>	<u>FTE</u>	<u>Amount</u>	<u>FTE</u>	<u>Amount</u>
<u>Student Affairs (cont'd)</u>							
1267	Student Affairs Personnel Operations	3.72	65,810 <u>6,400</u>	3.71	69,840 <u>6,400</u>	4.71	91,136 <u>7,040</u>
	Total		72,210		76,240		98,176
1268	Center for Student Development Personnel Operations	11.95	153,685 <u>33,368</u>	11.94	178,392 <u>33,368</u>		-0- <u>-0-</u>
	Total		187,053		211,760		-0-
1271	Placement Services Personnel Operations		-0- <u>-0-</u>		-0- <u>-0-</u>	3.58	49,455 <u>29,773</u>
	Total		-0-		-0-		79,228
1272	Center for Student Development Personnel Operations		-0- <u>-0-</u>		-0- <u>-0-</u>	8.48	153,586 <u>9,932</u>
	Total		-0-		-0-		163,518
TOTAL - STUDENT AFFAIRS							
	Personnel Operations	34.44	431,642 <u>99,331</u>	34.32	484,773 <u>97,393</u>	37.73	595,727 <u>136,114</u>
	TOTAL	<u>34.44</u>	<u>530,973</u>	<u>34.32</u>	<u>582,166</u>	<u>37.73</u>	<u>731,841</u>
<u>Fiscal Affairs</u>							
1293	Fiscal V.P. Personnel Operations	3.18	58,765 <u>6,862</u>	3.14	62,676 <u>6,862</u>	3.14	67,920 <u>10,919</u>
	Total		65,627		69,538		78,839
1295	Controller's Office Personnel Operations Lease/Purchase	37.72	456,422 59,867 <u>-0-</u>	37.41	492,245 72,417 <u>1,258</u>	39.85	567,702 98,198 <u>3,938</u>
	Total		516,289		565,920		669,838

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COMPARATIVE BUDGET DATA

		1979-80		1980-81		1981-82	
		<u>FTE</u>	<u>Amount</u>	<u>FTE</u>	<u>Amount</u>	<u>FTE</u>	<u>Amount</u>
<u>Fiscal Affairs (cont'd)</u>							
1299	Internal Audit Personnel Operations	1.00	18,067 <u>947</u>	1.00	19,007 <u>947</u>	1.46	25,301 <u>38,717</u>
	Total		19,014		19,954		64,018
1300	Administrative Assessment Recharge		(165,611)		(121,776)		(163,076)
1303	Staff Senate Personnel Operations	.03	250 <u>700</u>	.03	250 <u>700</u>	.03	300 <u>1,270</u>
	Total		950		950		1,570
1305	Purchasing & Receiving Personnel Operations	5.85	60,656 <u>10,826</u>	6.02	66,745 <u>12,558</u>	6.02	75,722 <u>14,541</u>
	Total		71,482		79,303		90,263
1307	Typing Services Personnel Operations	2.58	21,783 <u>3,622</u>	2.30	21,306 <u>3,622</u>	2.30	24,437 <u>4,734</u>
	Total		25,405		24,928		29,171
1309	Insurance Operations		38,450		41,936		36,200
1311	Equal Opportunity & Personnel Personnel Operations Lease/Purchase	7.36	99,853 16,619 <u>-0-</u>	8.30	116,744 17,663 <u>-0-</u>	8.50	133,276 26,870 <u>3,309</u>
	Total		116,472		134,407		163,455
1321	Mail Service Personnel Operations	3.10	32,351 <u>7,200</u>	3.10	35,270 <u>2,620</u>	4.10	51,755 <u>2,882</u>
	Total		39,551		37,890		54,637

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COMPARATIVE BUDGET DATA

		1979-80		1980-81		1981-82	
		<u>FTE</u>	<u>Amount</u>	<u>FTE</u>	<u>Amount</u>	<u>FTE</u>	<u>Amount</u>
<u>Fiscal Affairs (cont'd)</u>							
1323	Centrex Personnel Recharge	6.73	63,931 (63,931)	6.73	67,938 (67,938)	6.58	76,878 (76,878)
	Total		-0-		-0-		-0-
1325	Security Personnel Operations Recharge	10.93	128,009 17,551 -0-	10.77	137,059 25,400 (3,000)	10.77	154,378 27,940 (3,300)
	Total		145,560		159,459		179,018
1328	Budget Personnel Operations	2.51	40,708 3,014	2.51	43,122 2,214	2.53	49,559 2,435
	Total		43,722		45,336		51,994
1331	Membership Fees Operations		15,123		10,182		12,218
1352	Computer Reserve Operations		710,654		825,114		1,000,881
SUBTOTAL - FISCAL AFFAIRS, INSTITUTIONAL SUPPORT							
	Personnel	80.99	980,795	81.31	1,062,362	85.28	1,227,228
	Operations		891,435		1,022,235		1,277,805
	Lease/Purchase		-0-		1,258		7,247
	Recharge		(229,542)		(192,714)		(243,254)
	TOTAL	<u>80.99</u>	<u>1,642,688</u>	<u>81.31</u>	<u>1,893,141</u>	<u>85.28</u>	<u>2,269,026</u>
<u>Fiscal Affairs (cont'd)</u>							
1371	Admin. & Supervision Personnel Operations Lease/Purchase Equipment	5.50	88,454 15,499 -0- 900	5.40	95,458 13,277 1,258 -0-	5.44	107,087 16,511 629 -0-
	Total		104,853		109,993		124,227

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COMPARATIVE BUDGET DATA

		1979-80		1980-81		1981-82	
		<u>FTE</u>	<u>Amount</u>	<u>FTE</u>	<u>Amount</u>	<u>FTE</u>	<u>Amount</u>
<u>Fiscal Affairs (cont'd)</u>							
1373	Planning Personnel Operations	3.80	58,690 <u>10,285</u>	3.80	66,275 <u>5,864</u>	3.82	71,165 <u>6,681</u>
	Total		68,975		72,139		77,846
1375	Building Maintenance Personnel Operations Equipment	3.55	47,503 547,035 <u>-0-</u>	3.55	51,109 583,915 <u>-0-</u>	3.62	57,182 678,823 <u>92,581</u>
	Total		594,538		635,024		828,586
1377	Biological Station Personnel Operations Equipment Recharge	2.20	37,047 28,312 8,900 <u>(4,298)</u>	2.20	39,114 34,221 -0- <u>(11,675)</u>	3.20	54,409 61,846 -0- <u>(12,916)</u>
	Total		69,961		61,660		103,339
1379	Custodial Services Personnel Operations Equipment Recharge	20.74	210,185 243,990 5,950 <u>(8,064)</u>	21.67	223,250 324,355 10,270 <u>(50,800)</u>	24.86	286,047 380,271 -0- <u>(56,076)</u>
	Total		452,061		507,075		610,242
1381	Grounds Personnel Operations Equipment Recharge	4.85	64,296 12,741 4,200 <u>-0-</u>	4.67	67,132 19,762 2,000 <u>(300)</u>	4.79	70,835 23,161 -0- <u>(320)</u>
	Total		81,237		88,594		93,676
1383	Heating & Utilities Personnel Operations Recharge	7.36	109,379 715,469 <u>(219)</u>	7.24	114,555 1,113,964 <u>(245)</u>	7.24	131,306 1,387,413 <u>(275)</u>
	Total		824,629		1,228,274		1,518,444

UNIVERSITY OF MONTANA
COMPARATIVE BUDGET DATA

		1979-80		1980-81		1981-82	
		<u>FTE</u>	<u>Amount</u>	<u>FTE</u>	<u>Amount</u>	<u>FTE</u>	<u>Amount</u>
<u>Fiscal Affairs (cont'd)</u>							
1385	General Expense						
	Operations		69,015		76,816		40,080
	Equipment		<u>32,000</u>		<u>25,000</u>		<u>100,000</u>
	Total		101,015		101,816		140,080
1387	Special Projects						
	Personnel		-0-		-0-	.04	500
	Operations		<u>-0-</u>		<u>-0-</u>		<u>378,929</u>
	Total		-0-		-0-		379,429
SUBTOTAL - FISCAL AFFAIRS, OPERATION & MAINTENANCE OF PHYSICAL PLANT							
	Personnel	48.00	615,554	48.53	656,893	53.01	778,531
	Operations		1,642,346		2,172,174		2,973,715
	Lease/Purchase		-0-		1,258		629
	Equipment		51,950		37,270		192,581
	Recharge		<u>(12,581)</u>		<u>(63,020)</u>		<u>(69,587)</u>
	SUBTOTAL	<u>48.00</u>	<u>2,297,269</u>	<u>48.53</u>	<u>2,804,575</u>	<u>53.01</u>	<u>3,875,869</u>
TOTAL - FISCAL AFFAIRS							
	Personnel	128.99	1,596,349	129.84	1,719,255	138.29	2,005,759
	Operations		2,533,781		3,194,409		4,251,520
	Lease/Purchase		-0-		2,516		7,876
	Equipment		51,950		37,270		192,581
	Recharge		<u>(242,123)</u>		<u>(255,734)</u>		<u>(312,841)</u>
	TOTAL	<u>128.99</u>	<u>3,939,957</u>	<u>129.84</u>	<u>4,697,716</u>	<u>138.29</u>	<u>6,144,895</u>
<u>University Relations</u>							
1163	University Relations						
	Personnel	.38	3,000	.34	3,000		-0-
	Operations		<u>28,414</u>		<u>27,544</u>		<u>-0-</u>
	Total		31,414		30,544		-0-

UNIVERSITY OF MONTANA
COMPARATIVE BUDGET DATA

		1979-80		1980-81		1981-82	
		<u>FTE</u>	<u>Amount</u>	<u>FTE</u>	<u>Amount</u>	<u>FTE</u>	<u>Amount</u>
<u>University Relations (cont'd)</u>							
1164	High School Relations Operations		-0-		1,000		-0-
1168	Speakers Bureau Personnel		-0-		-0-	.02	200
	Operations		<u>-0-</u>		<u>-0-</u>		<u>3,800</u>
	Total		-0-		-0-		4,000
1301	University Publications & Media Relations Personnel	5.41	66,939	4.37	50,633	5.33	77,546
	Operations		<u>34,469</u>		<u>38,422</u>		<u>65,079</u>
	Total		101,408		89,055		142,625
1313	Alumni Office Personnel	4.20	49,580	4.18	52,864	4.65	67,461
	Operations		<u>17,454</u>		<u>17,454</u>		<u>25,999</u>
	Total		67,034		70,318		93,460
1315	Student Advocates Personnel		-0-		-0-	.65	6,400
	Operations		<u>-0-</u>		<u>-0-</u>		<u>3,500</u>
	Total		-0-		-0-		9,900
1317	UM Days Personnel		-0-		-0-	.31	3,000
	Operations		<u>-0-</u>		<u>-0-</u>		<u>12,400</u>
	Total		-0-		-0-		15,400
TOTAL - UNIVERSITY RELATIONS							
	Personnel	9.99	119,519	8.89	106,497	10.96	154,607
	Operations		<u>80,337</u>		<u>84,420</u>		<u>110,778</u>
	TOTAL	<u>9.99</u>	<u>199,856</u>	<u>8.89</u>	<u>190,917</u>	<u>10.96</u>	<u>265,385</u>

UNIVERSITY OF MONTANA
COMPARATIVE BUDGET DATA

		1979-80		1980-81		1981-82	
		<u>FTE</u>	<u>Amount</u>	<u>FTE</u>	<u>Amount</u>	<u>FTE</u>	<u>Amount</u>
<u>Athletics</u>							
1255	Sports Information Personnel Operations	1.00	13,670 <u>5,000</u>	.89	16,675 <u>5,000</u>	1.39	23,416 <u>15,350</u>
	Total		18,670		21,675		38,766
1256	Football Operations		-0-		106,221		121,965
1257	Basketball Operations		-0-		27,500		29,256
1258	Men's Athletics Personnel Operations	12.86	227,321 <u>205,676</u>	13.66	250,524 <u>71,955</u>	14.53	287,189 <u>108,244</u>
	Total		432,997		322,479		395,433
1260	Women's Sports Personnel Operations	5.46	83,994 <u>87,547</u>	5.53	95,698 <u>87,547</u>	5.53	109,589 <u>113,278</u>
	Total		171,541		183,245		222,867
TOTAL - ATHLETICS							
	Personnel Operations	19.32	324,985 <u>298,223</u>	20.08	362,897 <u>298,223</u>	21.45	420,194 <u>388,093</u>
	TOTAL	<u>19.32</u>	<u>623,208</u>	<u>20.08</u>	<u>661,120</u>	<u>21.45</u>	<u>808,287</u>
<u>Development</u>							
1157	Development Operations		11,295		13,651		20,651
<u>Auxiliary Services</u>							
1265	Recreation Board Personnel	1.63	30,042	1.63	33,764	1.87	42,144

UNIVERSITY OF MONTANA
COMPARATIVE BUDGET DATA

		1979-80		1980-81		1981-82	
		<u>FTE</u>	<u>Amount</u>	<u>FTE</u>	<u>Amount</u>	<u>FTE</u>	<u>Amount</u>
<u>President's Office</u>							
1291	President's Office						
	Personnel	5.50	112,165	5.50	119,890	6.50	163,996
	Operations		<u>18,042</u>		<u>18,708</u>		<u>24,080</u>
	Total		130,207		138,604		188,076
 <u>Unassigned</u>							
	Personnel		(137,678)		(40,873)		(366,644)
	Benefits		2,247,865		2,513,480		3,116,482
	Operations		(36,563)		(125,269)		69,832
	Equipment		366,712		364,317		535,150
	Scholarships		<u>554,373</u>		<u>554,373</u>		<u>634,132</u>
	Total		<u>2,994,709</u>		<u>3,266,028</u>		<u>3,988,952</u>
 TOTAL - CURRENT UNRESTRICTED							
	Personnel		16,661,662		17,661,414		20,505,531
	Operations		4,076,700		4,601,752		6,276,271
	Capital*		926,135		981,499		1,468,386
	Scholarships		<u>554,373</u>		<u>554,373</u>		<u>634,132</u>
	TOTAL		<u>22,218,870</u>		<u>23,799,038</u>		<u>28,884,320</u>

*Includes Lease/Purchase, Library Acquisitions and Equipment.

FRAMEWORK FOR PLANNING

VI. General Assumptions

VI. GENERAL ASSUMPTIONS

A. Montana as a State

1. Population trends

In the age group 18-24, estimates for Montana and the Rocky Mountain region will be:

	<u>Montana</u>	<u>Rocky Mountain Region</u>
1980:	104,000	913,000
1990:	83,000 (est.)	776,000 (est.)

Estimates of resident population for Montana and the Rocky Mountain region are:

	<u>Montana</u>	<u>Rocky Mountain Region</u>
1980:	787,000	6,551,000
1990:	821,000 (est.)*	6,958,000 (est.)

*No major in-migration is projected for Montana.

2. Economic Resources

Agriculture will continue to be very important to the Montana economy. Mining and energy resource development will continue to gain in importance. The wood products industry will recover as the economy gains strength. Montana will export an increasing amount of these resources in a raw or semi-finished state. Difficulties will continue in efforts to attract new industries. Geographical remoteness will continue to be a problem for major industrial developments.

3. Employment and Career Opportunities

No significant increase in major industrial employment is predicted. Selective career opportunities in business, industry, and service areas will improve. New technologies and innovative development of Montana's resources will create expanded career opportunities for a significant number of Montana citizens. Montana will continue to face critical

choices regarding responsible resource development which will have impact on employment and career opportunities.

B. Montana Higher Education System

1. Governance

The Montana University System will continue to be governed through the Office of the Commissioner of Higher Education and the Board of Regents. No major change is anticipated within the six units of the Montana University System.

2. Institutional Role

The Role and Scope for the University of Montana and the other units will undergo subtle changes rather than major innovations. New programs will be created to meet new demands. Some duplication of programs will continue to exist among units, but there will be continuing pressure to avoid unnecessary duplication.

3. Cooperation and Competition

There will be increasing demands and opportunities for cooperative programs and activities among the units. This cooperation will be evaluated as good for the Montana University System, rather than simply for the advancement of individual units. However, the reality of competition for students and program development will continue.

C. Finances

1. Federal Government

Drastic cutbacks in financial aids programs are projected. Private and university-sponsored scholarships will become more important sources of support for students. Federal support for research activities will also undergo severe reduction.

2. State Government

The State legislature will face new responsibilities for student financial aid programs and research support efforts. The University will face

increased responsibility for research support services. The private sector will be expected to replace government as a funding source in many areas. Students and their families will turn to the University for increased student employment opportunities and other forms of financial aid.

3. State Support

The State legislature will increase accountability demands. The major portion of the University's funding will continue to come from legislative appropriations. Such appropriations will continue to be largely formula driven and based upon FTE student enrollment.

4. Student Costs

Pressures will continue for students to pay an increasingly greater portion of their total educational costs.

5. Private Support

Private support for the University's programs and activities will increase. Such support will compliment rather than supplant state appropriated funds.

6. Strain on Institutional Support

Basic energy and maintenance costs will escalate. Capital equipment deficiencies will continue to be a major concern. Maintenance of the physical plant and renovation of existing buildings will be undertaken to increase utilization of space and physical resources.

D. Students

1. Traditional Pool

The traditional pool of college-age students will shrink, not only in Montana, but nationally. Business, industry and the military will compete for this same pool. The University will continue to accept all Montana high school graduates. The ratio of female to male students will increase. The nonresident-resident student ratio may decline. There will be an increase in the number of Native American students.

2. New Students

There will be an increasing number of non-traditional students entering the University. Many of these will be older than the traditional pool of 18-24 year olds. These students will present new challenges to the University, particularly in the student services areas. Life-long learning and continuing professional education programs will be emphasized.

3. New Response Patterns by the University

The increasing number of high school graduates possessing inadequate academic skills will require additional emphasis on remedial programs. The academic advising, retention, counseling and testing areas will need to be expanded. As more life-long learners take advantage of University programs, demands on student services will increase. Because FTE enrollments will not keep pace with the increasing needs of part-time students, funding for these programs and services will become critical.

4. Admissions

The procedures of student admissions will become much more effective. Public relations activities will increase. The public image of the University will be improved. A greater effort will be made to match prospective students with the appropriate programs of the University.

5. Graduate Programs

Existing graduate programs will be strengthened and new graduate programs created in response to societal needs or opportunities. Graduate enrollment will continue to increase and many graduate students will enroll after spending some time in the non-academic world. Graduate research opportunities will increase.

E. Programs

1. Program Review

Program accountability will receive greater emphasis during the 1980's. Existing programs and proposed programs will be evaluated within

comprehensive parameters. For the University to remain viable it must anticipate and respond to changing external demands and opportunities.

2. Program Reductions

Nationally and in Montana there will be increasing program review activity in all areas. In some cases programs may be de-emphasized in response to lessening demands, but in these instances every effort will be made to maintain standards of excellence within such programs.

3. New Options

Every effort will be made to encourage innovation within existing programs. Interdisciplinary programs will be encouraged and new degree options will be developed. In some cases new programs will require major innovations and/or alterations of traditional operating procedures.

4. Non-traditional Delivery Systems

Course offerings during evening hours will become much more prevalent. Technological innovations will have a significant impact on instructional and research delivery systems.

F. Staffing

1. Percent of Costs

Personal services costs will continue to represent a major portion of the University's operating budget. As an example, 1981-82 personal services costs represent more than seventy-three percent of the total operating budget.

2. Flexibility and Need for Change

Flexibility in allocating or reallocating resources will be critical in the 1980's. Accordingly, certain vexing issues will be faced. Because the University has a rather high percentage of tenured faculty, compounded by the fact that the faculty are predominantly middle-aged and in mid-career, the retirement rates are expected to be low during

the decade. Turnover through resignation may preclude opportunities for reallocation in many instances. Anticipated attrition alone will not provide the University with significant flexibility in the reallocation of resources to critical areas.

3. Faculty and Staff Development and Early Retirement Concerns

The University will be critically involved with faculty and staff development issues during the 1980's. In the case of faculty, few viable non-academic opportunities will be open during the decade. This will have a significant impact on tenure rate and faculty turnover. As a consequence, faculty development opportunities will be critical to ensure the academic vitality of the University. Early retirement opportunities will be developed as a partial response to these issues.

