

ACADEMIC AFFAIRS

APASP RECOMMENDATIONS

Administrative Services Recommendations

Category I: Priority for Growth and Development

The APASP Task Force proposes to not make any recommendations in this category until Phase II. I believe it is important to address all categories of prioritization concurrently especially as the goal of this process is to identify a path UM can use to make strategic and thoughtful decisions reflecting both investment and disinvestment actions. From the outset I made it clear that this was a goal to which I was fully committed. Indeed, it would be a gross disservice to the vast number of administrative services which are productive and positioned for growth to do less. The recommendations for this category are premised on the belief that; 1) adoption of the proposed Budget Allocation Model (BAM) is necessary and will ultimately resolve the existing inequities in the current funding model for units within Academic Affairs, 2) additional funding investments in administrative services identified for growth and development must be tied to UM's strategic plan through the planning, budgeting, assessment continuum and, 3) this investment must be in addition to rather than in place of appropriate resource allocations. This does not negate the value of investment recommendations which may be offered by the APASP Task Force for specific administrative services, but proposes a different means to the same end. With this in mind, recommendations for this category are:

1. Additional investment in those programs which support retention, persistence and completion is recommended. Rather than targeting investment in the individual programs supporting student success, a comprehensive investment plan for the Office of Student Success is recommended. This plan should include a focus on such efforts as Academic Advisement, the 1st Year Seminar, tutorial support, the Writing Center, Math Enrichment, Student Engagement, Honors programs, Co-requisite courses, services provided through the Mansfield Library and related programming.
2. It is recommended that a plan for significant investment in the Faculty Development Office be developed to allow for the continued and expanded professional development and growth of faculty. (While beyond the scope of this Office's mission a similar investment in staff should also be considered).
3. It is noted that the approach recommended here differs from that of the APASP Task Force both in philosophy and process. Most notably, the development of particular actions steps to support reallocation of general

funds for growth and investment should be accomplished as a part of the post APASP implementation process and its inclusion of stakeholders and units directly involved.

Category II: Consider for Development or Modification
Category III: Consider for Substantial Modification

The APASP Task Force has determined it cannot make recommendations for administrative services/units within Academic Affairs falling within the scope of Category II. They further conclude that administrative services assigned to this Category were determined to in some instances be ranked either close to Categories I or close to Category III. Given the purpose of the prioritization process is to provide some guidance useful for future actions at UM these recommendations combine potential outcomes aligned with both Categories. These were reached through the review of a variety of information which included all available data, Units Analysis reports, feedback from sector heads and deans and the APASP Task Force. In some cases the following recommendations for administrative units reporting under Academic Affairs are made. The potential recommended actions for administrative services assigned to Category II or III identified by the APASP Task Force include restructuring, investment, reinventing, consolidations, modifications, disinvestment, moratorium, discontinuance among other options.

1. The Montana Museum of Art and Culture (MMAC) provides a significant opportunity to further enhance UM's liberal arts mission and commitment to student success. It is recommended that MMAC's administrative reporting line be moved from the Provost to the Dean of the College of Visual and Performing Arts (CVPA) to better accomplish this goal. A review of the staffing structures associated with this realignment is also recommended to include investment in combined support for both MMAC and CVPA.
2. It is recommended that consideration of the use of "Administrative Service Center" models housed within the offices of Deans or in some cases at the level of the Provost be adopted. There are a number of administrative support service functions (fiscal/budget, communications/media relations, technology, general administrative support, advising, etc.) which are carried out through multiple staff positions reporting to schools, colleges, departments and programs. In several areas there appears to be substantial duplication of positions and services, which should be reviewed and considered for restructuring and/or consolidation. This recommendation should take into consideration the current administrative staffing vacancies within and across Academic Affairs.

3. The administrative and/or fiscal structure aligning all centers, institutes and other special purpose academic units currently reporting to the Office of the Provost should be reviewed to determine if this is the most efficient and effective structure to support their individual goals and objectives. It is recommended that those better aligned with a school/college or other academic department be moved.
4. It is recommended that the current administrative structure for the Global Engagement Office be reviewed to determine whether it is currently configured to support maximum advancement of UM's broad-based commitment to internationalization. A plan of action to address the findings of this review should be developed.
5. The administrative structure of the Office of the Provost is inconsistent with similarly situated offices at institutions of comparable size/mission. As such, it limits its capacity to support implementation of academic policies, procedures, guidance and innovation. It is recommended that this structure be reviewed and a plan developed to enhance the Office's ability to carry out its administrative responsibilities.
6. The following 4 units under the Office of the Provost were identified for substantial modification. These units were: PEAS Farm, Dennison Theater, Wright Zoological Museum and the Blackfoot Café. Each has a direct support connection with an academic unit outside of the Office of the Provost and it is recommended that these be realigned to reflect this. In addition each has an embedded connection within the academic curriculum and a plan to enhance these roles is recommended.
7. Two additional units (Missoula College Dean's Office and Bitterroot College) are categorized for substantial modification. The MUS system is conducting an analysis of all affiliate relationships to include UM's Missoula College (MC) and Bitterroot College (BC). Implementation of any recommendations through prioritization will need to be juxtaposed with the completion of this analysis. This notwithstanding, a decision must be made which determines whether BC should report directly to MC or remain a "stand-alone" affiliate. A recommendation in this regard will need to address accreditation status, infrastructure, staffing and fiscal investment requirements and continued operational coordination.

Category IV: Insufficient Evidence

No administrative units in Academic Affairs were assigned to this category.

Academic Programs Recommendations

Category I: Priority for Growth and Development

The APASP Task Force proposes to not make any recommendations in this category until Phase II. I believe it is important to address all categories of prioritization concurrently especially as the goal of this process is to identify a path UM can use to make strategic and thoughtful decisions reflecting both investment and disinvestment actions. From the outset I made it clear that this was a goal to which I was fully committed. Indeed, it would be a gross disservice to the vast number of academic programs which are productive and positioned for growth to do less. The recommendations for this category are premised on the belief that; 1) adoption of the proposed Budget Allocation Model (BAM) is necessary and will ultimately resolve the existing inequities in the current funding model for academic programs, 2) additional funding investments in academic programs identified for growth and development must be tied to UM's strategic plan through the planning, budgeting, assessment continuum and, 3) this investment should be in addition to rather than in place of appropriate resource allocations. This does not negate the value of investment recommendations which might be offered by the APASP Task Force for specific academic programs, but proposes a different means to the same end. With this in mind, recommendations for this category are:

1. UM has demonstrated significant strengthen and capacity for expanded growth and development in the biological sciences. This is reflected across schools/colleges and departments and as such the opportunity for additional interdisciplinary and collaborative programs in this area provides a substantial investment incentive in support of the University's strategic future growth. It is recommended that rather than investment in individual programs, a plan should be developed which incorporates investment in the broader scope of the biological sciences. This should consider the effectiveness of the current administrative alignments of these programs.
2. The newly renamed College of Business offers UM a particularly unique opportunity to elevate its stature as the state's premiere leader in the production of graduates in business, accounting, finance, management, marketing and entrepreneurship. As the only MBA/MSBA program and the only accredited MACCT in Montana this offers an opportunity for investment growth and development critical to sustaining our position. It is recommended that a plan be developed to support the College of Business in this regard. It is also recommended that this plan specifically consider the revitalization of the proposed Big Data Initiative as an interdisciplinary focus (Business, Math, Computer Science) for UM.

3. UM's Health and Medicine Initiative offers an excellent opportunity for cross/interdisciplinary investment in programs associated with this focus area (ex., physical therapy, psychology, occupational therapy, public health, health and human performance, public health, communicative sciences and disorders, nursing, community health, pharmacy, etc.). It is recommended that a plan for creating a formal administrative structure and strategic investment goals be developed which maximizes UM's capabilities in this area.
4. UM's specialized and professionally accredited programs are significant assets for the future growth and sustainability of the institution. Unfortunately, many of these have been adversely impacted by the absence of a strategic, delineated plan to support the importance of these external national affirmations of academic quality and excellence. This is particularly relevant in light of the necessary budget reductions the University has faced over the past 4-5 years. It is recommended that a plan be developed which immediately aligns an operational strategy supporting the investment of resources with the continued accreditation of all programs which ensures their sustainability. This plan should include strategies for investment in programs for which such accreditations are available.
5. It is recommended that all remaining programs placed in this category for priority growth and development be considered for additional investment as a part of UM's ongoing strategic planning process as appropriate.
6. It is noted that the approach recommended here differs from that of the APASP Task Force both in philosophy and process. Most notably, that the development of particular actions steps to support reallocation of general funds for growth and investment is better accomplished as a part of the post APASP implementation process and its inclusion of stakeholders and units directly involved.

Category II: Consider for Development or Modification

Category III: Consider for Substantial Modification

The APASP Task Force has determined it cannot make recommendations for programs falling within the scope of Category II. They further conclude that academic programs assigned to this Category were in some instances determined to be ranked either close to Category I or close to Category III. Given the purpose of the prioritization process is to provide some guidance useful for future actions at UM. Below are the areas where such actions are appropriate. These were identified through the review of a variety of information which included all available data, Units of Analysis reports, feedback from sector heads and deans and the APASP Task Force.

The following two recommendations emanate from either a Unit of Analysis and/or a Dean. I concur with these specific recommended actions.

1. It is recommended that the Master of Public Administration program (including the nonprofit administration certificate and minor) currently housed in the Political Science Department in the College of Humanities and Sciences be administratively reassigned to the School of Law under the Baucus Institute.
2. A merger of the School of Art and the School of Media Arts is recommended to form a new School of Media and Visual Arts in the College of Visual and Performing Arts.

The potential recommended actions for academic programs assigned to Category II or III identified by the APASP Task Force include restructuring, investment, reinventing, consolidations, modifications, disinvestment, moratorium, discontinuance among other options. Below are the specific programs recommended for review and application of such actions as appropriate. It is recommended that the Deans associated with the programs noted below create post-APASP implementation action plans to address the findings of this analysis.

1. The Film Studies minor currently offered through the Department of English in the College of Humanities and Sciences.
2. The two undergraduate degree programs now listed separately as History-Political Science and Political Science-History in the College of Humanities
3. The Energy Technology program at Missoula College from its current configuration as a 60 + credit hour 2-year Associate degree
4. The Computer Aided Design 30 + credit hour Certificate program at Missoula College.
5. The Women's Gender and Sexuality Studies (WGSS) undergraduate major and minor programs in the College of Humanities and Sciences
6. The following units of analysis: PEAS Farm, Wright Zoological Museum, Dennison Theater and Blackfoot Café have been discussed elsewhere.
7. There are approximately 15 masters' level graduate programs offered in various schools and colleges which reflect 5-year average graduation rates of 4 or fewer students. In some cases the 5-year average enrollment rates for these programs are substantially higher than what one would expect given the lower numbers of completers. This is not the case for all of these programs. Action

to address these individual programs should be pursued under the auspices of the Dean of the Graduate School.

8. The Interdisciplinary Studies graduate program.
9. The Latin American Studies minor.
10. The 3 certificate programs – Computer Support, Cyber Security, Health Information Technology at Missoula College.
11. The Food Service Management 2-year degree program at Missoula College.
12. The Paralegal Studies 2-year degree program at Missoula College.
13. The Medical Reception Certificate program at Missoula College.
14. The East Asian Studies, Central and Southwest Asian Studies and the South and Southeast Asian Studies programs in the College of Humanities and Sciences.
15. The graduate program in Parks, Tourism and Recreational Management in the WA Franke College of Forestry and Conservation.
16. The Surgical Technology program at Missoula College.
17. The undergraduate and graduate Modern Languages and Literature Classics programs in the College of Humanities and Sciences. To include the minors/concentrations in Greek and Latin.
18. The undergraduate and graduate majors in Philosophy in the College of Humanities and Sciences.
19. The Russian major and minor in the College of Humanities and Sciences.
20. The French major and minor in the College of Humanities and Sciences.
21. The German major and minor in the College of Humanities and Sciences.
22. The Applied Science undergraduate major in the College of Humanities and Sciences.
23. The Irish Studies minor/concentration in the College of Humanities and Sciences.

24. The graduate program in Pharmaceutical Sciences and Drug Design in the College of Health Professions and Biomedical Sciences.
25. The Bioethics Certificate in the College of Humanities and Sciences.
26. The undergraduate major in Global Humanities and Religion in the College of Humanities and Sciences.
27. The Library Media Minor in the PJW College of Education and Human Sciences.
28. The undergraduate minor in Administrative Systems Management in the PJW College of Education and Human Services.
29. The Health Enhancement concentration in the Health and Human Performance undergraduate program in the PJW College of Education.
30. The graduate major in Ecosystems Management in the WA Franke College of Forestry and Conservation.
31. The Pharmacy Tech program at Missoula College.
32. The Entrepreneurship Certificate program at Missoula College.
33. The Sales and Marketing Certificate program at Missoula College.
34. The Electronics Technology 2-year degree program at Missoula College.
35. The Recreational Power Equipment Certificate program at Missoula College.
36. The remaining academic programs assigned to these categories and not addressed elsewhere should develop action plans to support their developmental modification which result in increased productivity and viability. These post- APASP plans should address the strengths and weakness identified in their Unit of Analysis reports, available data, and specific comments/feedback emanating from this process. These plans should include action items supporting consideration of further development and/or modification.

Category IV: Insufficient Evidence

1. Recommend adopting the APASP Task Force's recommendation to move the Global Health certificate in the College of Health Professions and Biomedical

Sciences to the insufficient evidence category as it has only been in operation for only 1 year.

2. All academic programs determined to have insufficient data to support categorization and recommendations for prioritization should be reviewed in 2-3 years or later as appropriate.

Academic Restructuring

The information coming out of the APASP process has provided a significant level of insight into the current configuration of UM's schools, colleges, departments, divisions and programs. This analysis has also produced a number of suggestions and ideas related to restructuring the current alignment of academic programs. These suggestions all have one underlying theme: a more effective and efficient structure by which our academic programs could be delivered. While some very specific restructuring ideas have been offered it is recommended that rather than adopt any of this piecemeal, an advisory Task Force should be created and charged with recommending to the incoming administration proposals for reorganizing the University to achieve this end. This Task Force should be co-chaired by two Deans and involve all relevant University stakeholders.

DRAFT

RECOMMENDATIONS