

1. Please explain what you see as **the most appropriate action recommendation for those units you oversee in the category of “Priority for Substantial Modification”** (e.g., budget enhancement, program consolidation, reduction, moratorium, discontinuance) and identify the likely costs and savings that would result from such action.

AP207 Interdisciplinary Studies

My recommendation is that the IGP program should not receive major changes. It meets key goals in innovation, diversity, and doctoral completion, and does so at a low cost: there are no dedicated faculty, and minimal additional time for the Graduate School staff is needed to process applications. Despite low costs, enrollments in the IGP programs average above 23.5, higher than 7 different graduate programs with dedicated faculty, none of whom were ranked in the “Modification” category. The average doctoral completers over the 5-year period was 3 / yr, which contributes to the goal of reaching Carnegie R-1 classification.

In addition, 42% of students in the MIS and DIS programs are Native American, who use this program to develop research agendas that integrate knowledge from different disciplines in a manner more reflective of their cultural traditions. They thus develop their careers, bring knowledge and perspective back to their communities, and advance the research mission of the University. These reasons alone make the IGP an important, low-cost way of strengthening our connection to the Native communities of Montana, while providing all graduate students opportunities to develop innovative programs of research.

Some modifications, however, are already underway. The Graduate School has recently established an MOU with Montana Tech to facilitate students completing the Doctorate in Interdisciplinary Studies and we anticipate that will increase the number of doctoral completers. The Graduate School is developing a program of support for IGP students, including support for the dissertation writing process, to expedite their movement through the program. Finally, the Graduate School will develop “themes” and “structures” for interdisciplinary degrees based on existing strengths of our faculty and areas of growth in research and student interest, including (among others) Native American Studies, environmental-ecological studies, and science education. With continued support, the IGP can become an engine for creativity and innovation, and potentially grow new programs of graduate study to adapt to new evolving bodies of knowledge.

AS088 O’Connor Center for the Rocky Mountain West

My recommendation is that the ORCS work to decrease general fund support of the O’Connor Center to that required by its gift agreements. The Center is primarily funded thru endowments in the UMF amounting to approximately \$5.5M. One of the gifts is specified as being used to establish and maintain the James and Chris Scott Senior Fellow in Regional Economy (the “Scott Senior Fellow”) at The O’Connor Center for the Rocky Mountain West (the “Center”) at The University of Montana (the “University”). Accordingly, distributions from the Fund will provide support, including salary and benefits as well as research and scholarly support, for the Scott Senior Fellow who shall hold the position of Director of the Center for the Rocky Mountain West and shall be the head of its Regional Economy program (the “Director”).

The gift specifically states “Until such time as the Fund, through growth and/or additional gifts, achieves a value necessary for the establishment of an endowed chair at the University for the Director, The University shall continue its support for the Scott Senior Fellow Director position (currently 50% of salary

and benefits, not including grant and contract support), subject to financial exigencies beyond the control of the University.”

The Office of Research and Creative Scholarship will work with the Center to ensure that the minimal amount of general fund support is provided to the Center to meet the conditions of the gift, at least until such time as financial exigency is declared.

2. What opportunities for integration or efficiency do you see across programs that you oversee? Identify the likely costs, savings, and revenue that would result from such action.

The Office of Research and Creative Scholarship and the Graduate School (ORCSGS) is already quite “lean” relative to other similar operations at other research/graduate institutions. Several integrations and efficiencies have already produced savings, include the cross-training of staff in ORSP so that research admins are both pre- and post-award; within AccelerateMT we have centralized a number of services including a student “pool”, administrative services and event planning.

3. What opportunities for collaboration do you see across programs within your unit or across units? Identify the likely costs, savings, and revenue that would result from such action.

None

4. Are there programs/units in the other categories on which you would like to comment? Please explain what you see as the most appropriate action recommendation for any of these programs/units and identify the likely costs, savings, and revenue that would result from such action.

In general, both areas under ORCSGS are showing growth. Depending on which metrics are used “research” has grown 50 – 60% and, as mentioned below, graduate enrollment is up 10% and that trend appears to be continuing in the Spring semester. In the section below I specifically refer to additional general fund items that should be considered to help grow graduate enrollment and it’s relation to the campus priority of attaining R1 status. Items not specifically included in this report, but that should be mentioned here, are the additional programs within ORCS that were ranked in category 1 or category 2 (and received several votes for category 1). The growth in research has placed additional workload on units with ORCS that support the research enterprise. In particular, the Office of Research and Sponsored Programs (ORSP) is now handling the growth in the number of new research proposals and pre- and post-award of new research awards. This is being handled with roughly the same staff. That growth, combined with loss of staff due to VSO, argues that staff should be replaced and augmented as expeditiously as possible. Centralized management of budgets within the VPR office also has increased workload on a small number of staff in that office and should be addressed. Additional work has fallen on the research compliance units and those may need to be addressed. The AccelerateMT unit which is the entrepreneurship and economic development arm of ORCS is almost exclusively funded from recovered F&A and has done an excellent job of working with our students, faculty and alumni as well as local business. The AccelerateMT may require some reorganization due to VSO and other issues. Finally, the Broader Impacts Group has been doing an outstanding job of helping to demonstrate the impact of the research and creative activities of our faculty and students. The university continues to ask BIG to assume more duties currently funded by the general fund. While BIG is available to assist where asked, these additional duties will require additional revenue in some fashion. We try to find

external funding wherever possible, but some items are difficult to find external sponsors for. All that being said, ORCSGS is working to help grow research, creative scholarship and graduate completers at UM.

AS092 Graduate School

The Graduate School was clearly in cat2 in the vote tallies. Graduate enrollment increased this past Fall semester by 10%. This increase was a result of efforts by the graduate programs, increase in grant support for research assistants, and additional recruiting by the staff in the Graduate School. The primary requirement to become a Carnegie R1 university is increasing our doctoral completers. **To accomplish we need additional general fund support in the Graduate School for recruiting (both national and international), TA/GA lines (reduced in the last budget cut), and waivers.**

AS093 UM Press

The UM Press was in cat2 with significant votes in cat3. Due to the minimal general fund support of the UM Press and recent changes in its operations, the **support for the UM Press should be maintained.** Since the time period of the APASP Report submission, the UM Press has already made some notable changes, all related to increasing the visibility of the press in the new media landscape. We have integrated an online purchasing mechanism into our campus website through a partnership with Fact and Fiction. We have set up, for the first time, a display in the UM Bookstore focusing on UM Press books. And we have launched a Blog, where new content is being generated bi-weekly, focused on UM Press books, as well as cultural issues relevant to Missoula and Western Montana.

This blog is the beginning of a pivot of the UM Press toward a more active role in disseminating the research and creative activity of the University campus. The UM Press can much better capture the intellectual and creative energy of our top-tier research university if it pivots toward a “knowledge-dissemination model” capitalizing on new media modes, and thus away from a narrow focus on proprietary book publication (limited to special-edition books that come funded by outside groups). In this model, we would focus on developing the intellectual and creative “brand” of the University through generating new content (podcasts, videos, interviews and multi-media editions), but maintain the focus on the quality of thinking, research, and creative output that distinguishes the University of Montana.