

ADVANCING

Montana Technological University



OCTOBER 13, 2022



TODAY'S AGENDA



**MISSION,
VISION,
GOALS**



**THE STATE OF
ENROLLMENT
IN THE MUS
AND BEYOND**



**FALL 2022
ENROLLMENT
UPDATE**



**BUDGET AND
FINANCE
PLANNING**



**CELEBRATING
OUR SUCCESS**



**LOOKING
AHEAD**

MONTANA
TECHNOLOGICAL UNIVERSITY

A photograph of three medical students in teal scrubs and masks working in a clinical setting. One student is adjusting a patient's leg on a table while two others observe. A large medical device is visible in the background.

MISSION

As Montana's Special Focus Institution, Montana Technological University provides a transformative student experience by developing leaders and advancing science, engineering, and technology, with the purpose of benefiting humanity while meeting the changing needs of society.

A photograph of two individuals in white protective suits and hoods working in a laboratory. The scene is dimly lit with a strong blue hue, except for a bright orange light source in the background. One person is seated on the left, facing right, while the other is on the right, facing left. They appear to be operating equipment. A 'Danger' warning sign is visible on the wall between them.

OUR VISION

To be the institution of opportunity and innovation.

GOALS



Student Success



Programs of Distinction



A Healthy and Vibrant
Campus Ecosystem

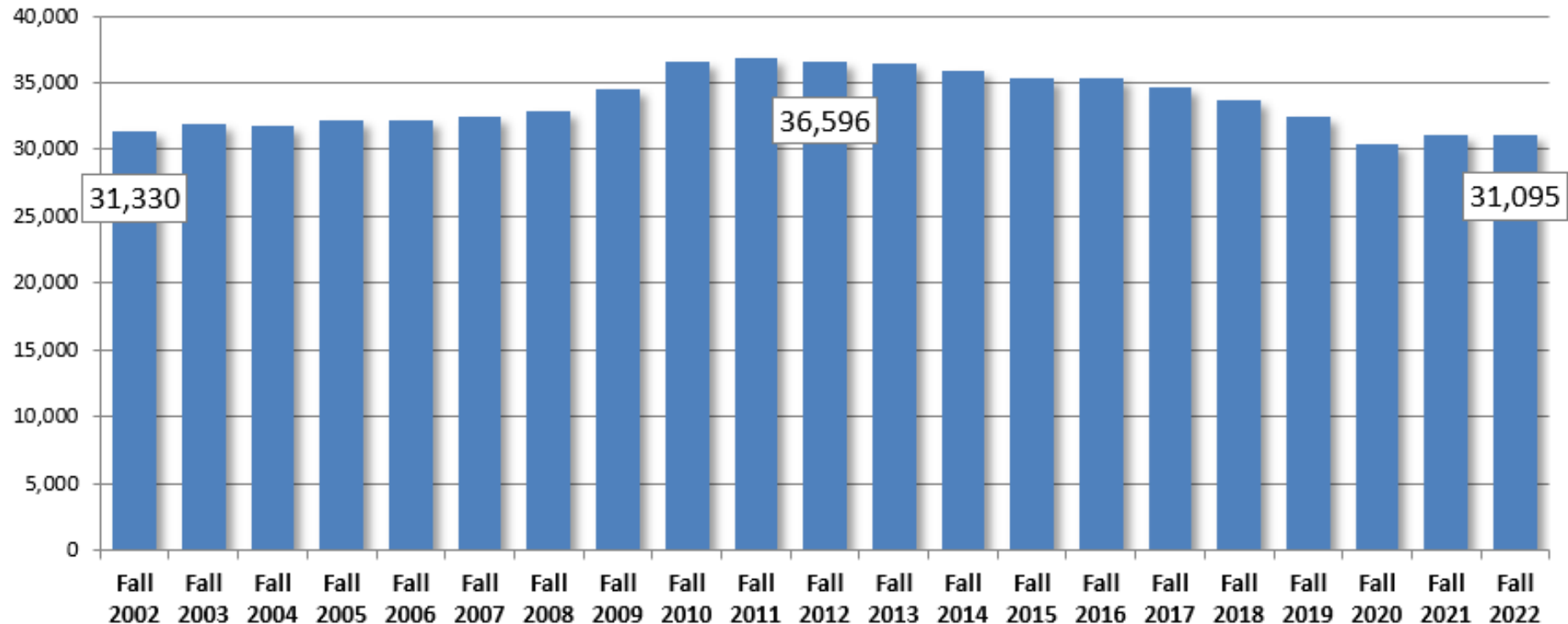


THE STATE OF ENROLLMENT

MUS ENROLLMENT REPORT

Fall 2022 Census Enrollment Report – 15th Day (preliminary)

MUS Student FTE, 2002 to 2022
Fall Semesters, 15th Day Census (preliminary)
(does not include CC's)

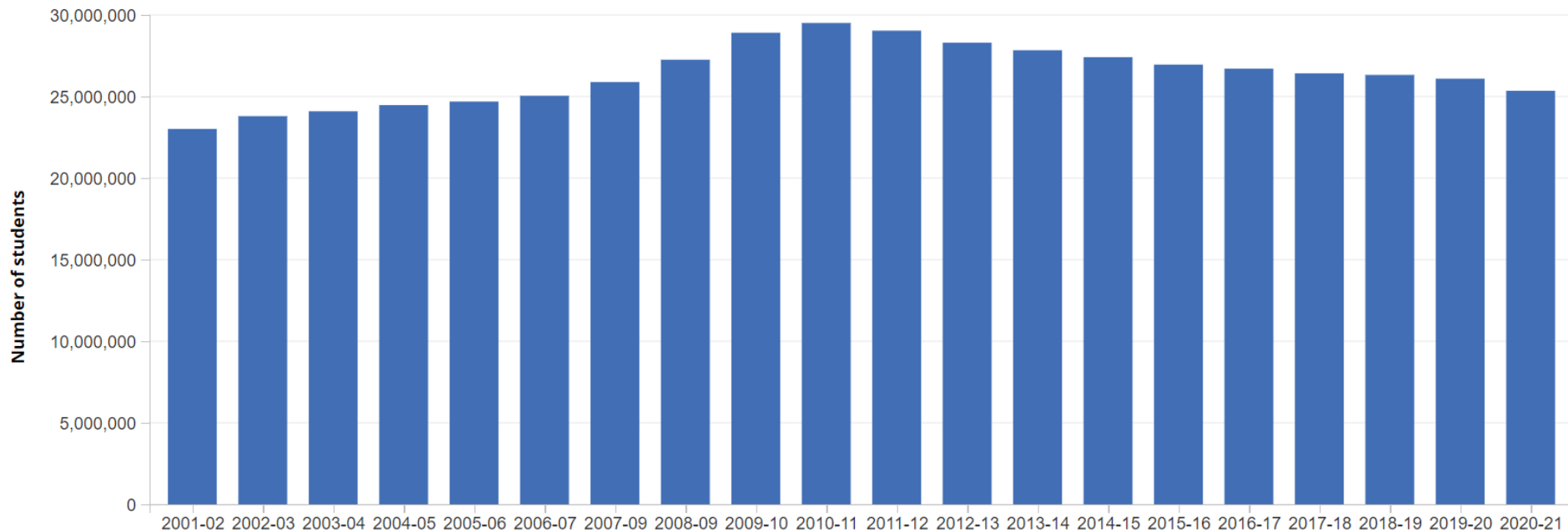


MUS ENROLLMENT REPORT

National 20-year Enrollment Trends

In year 2020-21, the number of students enrolled in postsecondary institutions was 25,349,502. This is based on 5,831 institutions.

Number of students enrolled in postsecondary institutions annually



Source: Nat'l Center for Education Statistics, unduplicated 12-month enrollment

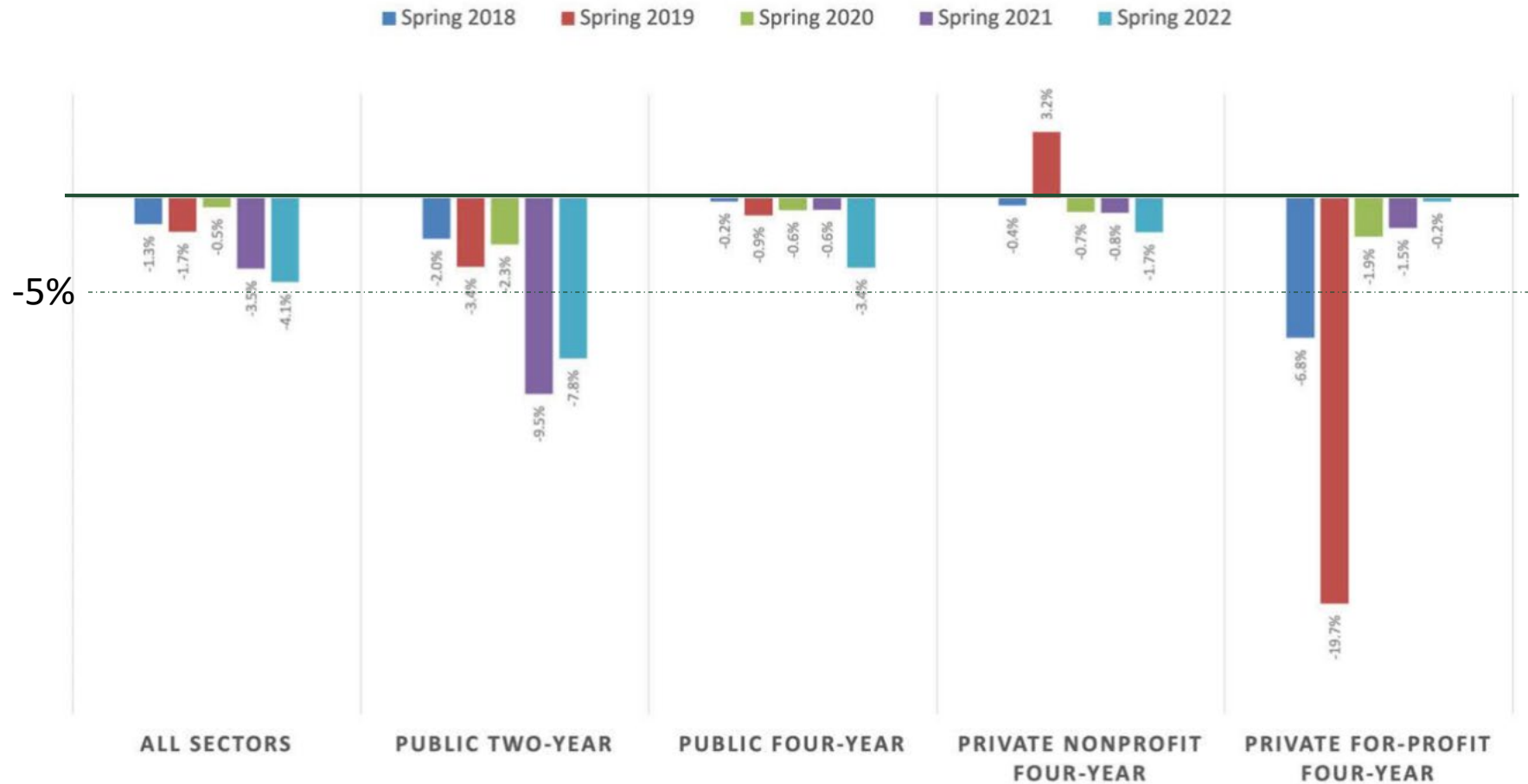
National Trend

- Enrollment peaks in FY11 and then steadily drops.
- Enrollment increased with "Great Recession" in 2009-2011, and then slowly declined before significant drop due to COVID 19 in 2020-2021

MUS ENROLLMENT REPORT

National Enrollment Trends

Percent Change in Enrollment from Previous Year by Institutional Sector: 2018 to 2022



Source: Nat'l Student Clearinghouse Research Center

MUS ENROLLMENT REPORT

MT University System Enrollment for Entire System

This dashboard presents information on FTE for the MUS as a system. Census data prior to Fall 2016 is not available for Flathead Valley Community College and is excluded from totals for those periods. Please see our Headcount dashboard at <https://mus.edu/data/dashboards/headcount.asp> for headcount and demographic information. **Census records are not gathered for Summer or Fiscal Year. If selected a blank page will be displayed.**

(does not include CC's)



MUS ENROLLMENT REPORT

STUDENT FTE by Residency & Level

(does not include CC's)

Residency & Level	15th Day Count		DIFF	
	Fall 2021	Fall 2022	#	%
Resident Undergraduate	17,843	17,210	-633	-3.5%
Resident Graduate	2,167	1,979	-188	-8.7%
Non-resident Undergraduate	6,217	7,211	994	16.0%
WUE	3,663	3,441	-222	-6.1%
Non-resident Graduate	1,266	1,253	-13	-1.0%
Total	31,156	31,095	-61	-0.2%



MUS ENROLLMENT REPORT

STUDENT FTE by Residency & Level

(does not include CC's)

Residency & Level	10 year Comparison		DIFF	
	Fall 2012	Fall 2022	#	%
Resident Undergraduate	25,593	17,210	-8,383	-32.8%
Resident Graduate	2,154	1,979	-175	-8.1%
Non-resident Undergraduate	5,890	7,211	1,321	22.4%
WUE	2,103	3,441	1,338	63.6%
Non-resident Graduate	856	1,253	397	46.4%
Total	36,596	31,095	-5,501	-15.0%



MUS ENROLLMENT REPORT

STUDENT FTE by Institution Type

(does not include CC's)

Institution Type	15th Day Count		DIFF		
	Fall 2021	Fall 2022	#	%	
Flagship (UM & MSU)	21,473	21,438	-36	-0.2%	▬
4-year (UMW, Tech, MSUN, MSUB)	5,829	5,737	-92	-1.6%	↓
2-year Colleges (does not include CC's)	3,854	3,920	67	1.7%	↑
Total	31,156	31,095	-61	-0.2%	▬

MUS ENROLLMENT REPORT

STUDENT FTE by Institution Type

(does not include CC's)

Institution Type	10 year Comparison		DIFF	
	Fall 2012	Fall 2022	#	%
Flagship (UM & MSU)	23,049	21,438	-1,611	-7.0%
4-year (UMW, Tech, MSUN, MSUB)	7,689	5,737	-1,952	-25.4%
2-year Colleges (does not include CC's)	5,858	3,920	-1,938	-33.1%
Total	36,596	31,095	-5,501	-15.0%



MUS ENROLLMENT REPORT

STUDENT FTE by Campus

CAMPUS	15th Day Count		DIFF		
	Fall 2021	Fall 2022	#	%	
MSU Bozeman	14,355	14,384	29	0.2%	▬
Gallatin College MSU	658	725	67	10.2%	↑
MSU Billings	2,166	2,111	-55	-2.5%	↓
City College at MSUB	594	583	-11	-1.8%	↓
MSU Northern	821	840	19	2.3%	↑
Great Falls College MSU	709	715	6	0.9%	↑
MSU Total	19,303	19,358	56	0.3%	▬

MUS ENROLLMENT REPORT

STUDENT FTE by Campus

CAMPUS	15th Day Count		DIFF		
	Fall 2021	Fall 2022	#	%	
UM Missoula	7,119	7,054	-65	-0.9%	↓
Missoula College UM	891	888	-3	-0.3%	▬
Montana Tech	1,680	1,625	-55	-3.3%	↓
Highlands College of MTech	297	298	1	0.3%	▬
UM Western	1,162	1,161	-2	-0.1%	▬
Helena College UM	705	711	6	0.8%	↑
UM Total	11,854	11,737	-117	-1.0%	↓

MUS ENROLLMENT REPORT

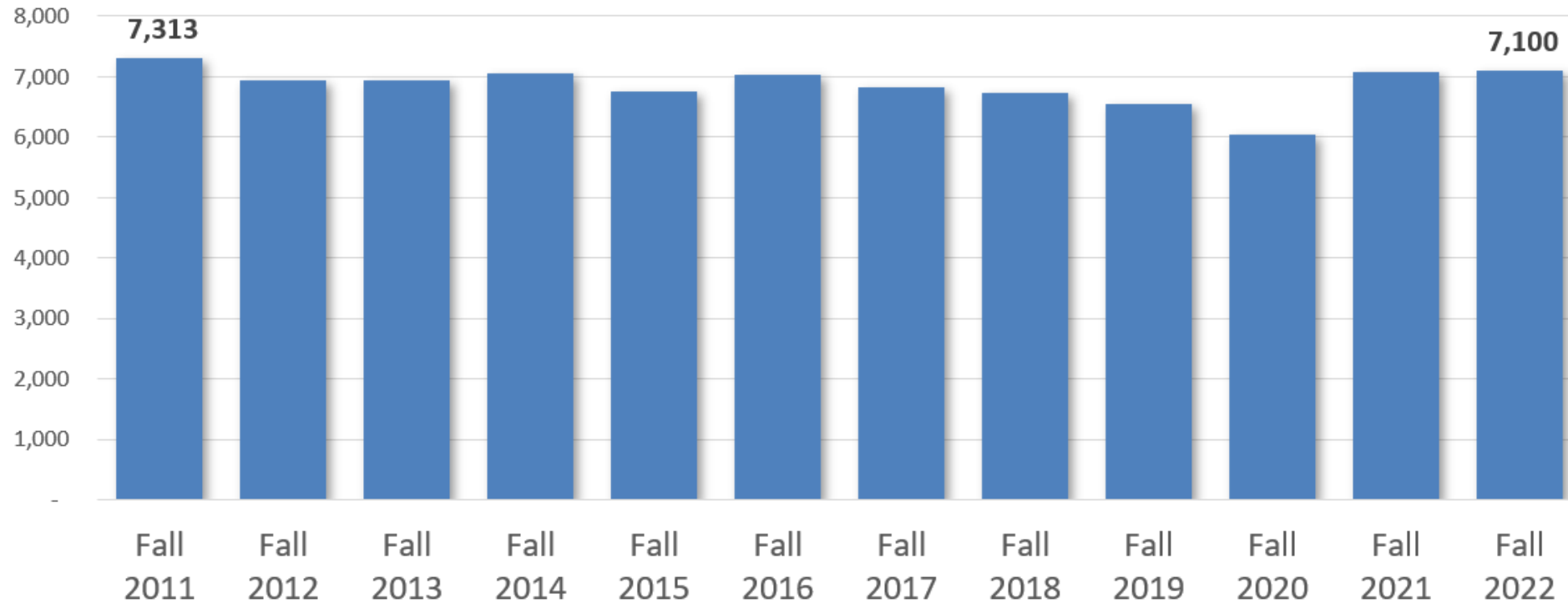
STUDENT FTE by Campus

Institution Type	10 year Comparison		DIFF	
	Fall 2012	Fall 2022	#	%
MSU Bozeman	12,343	14,384	2,041	17%
Gallatin College MSU	411	725	314	76%
MSU Billings	3,143	2,111	-1,031	-33%
City College at MSUB	938	583	-356	-38%
MSU Northern	1,058	840	-219	-21%
Great Falls College MSU	1,256	715	-541	-43%
UM Missoula	10,706	7,054	-3,652	-34%
Missoula College UM	1,792	888	-904	-50%
MT Tech	2,089	1,625	-464	-22%
Highlands College of MT Tech	395	298	-97	-25%
UM Western	1,399	1,161	-238	-17%
Helena College UM	1,066	711	-355	-33%
TOTAL	36,596	31,095	-5,501	-15%

MUS ENROLLMENT REPORT

First-time Freshmen

Fall Census, (CC's not included)

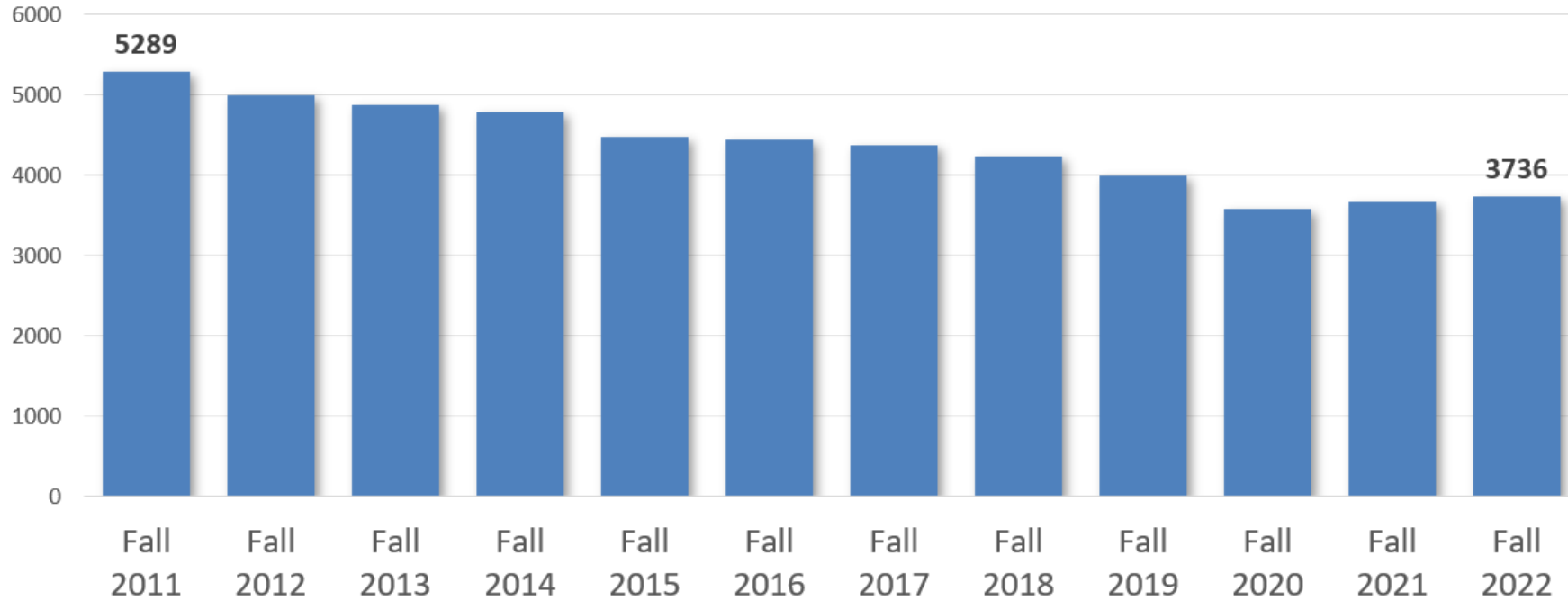


Highest number of entering freshmen in the MUS since Fall 2011

MUS ENROLLMENT REPORT

MUS First-time Resident Freshmen

Fall Census, (CC's not included)

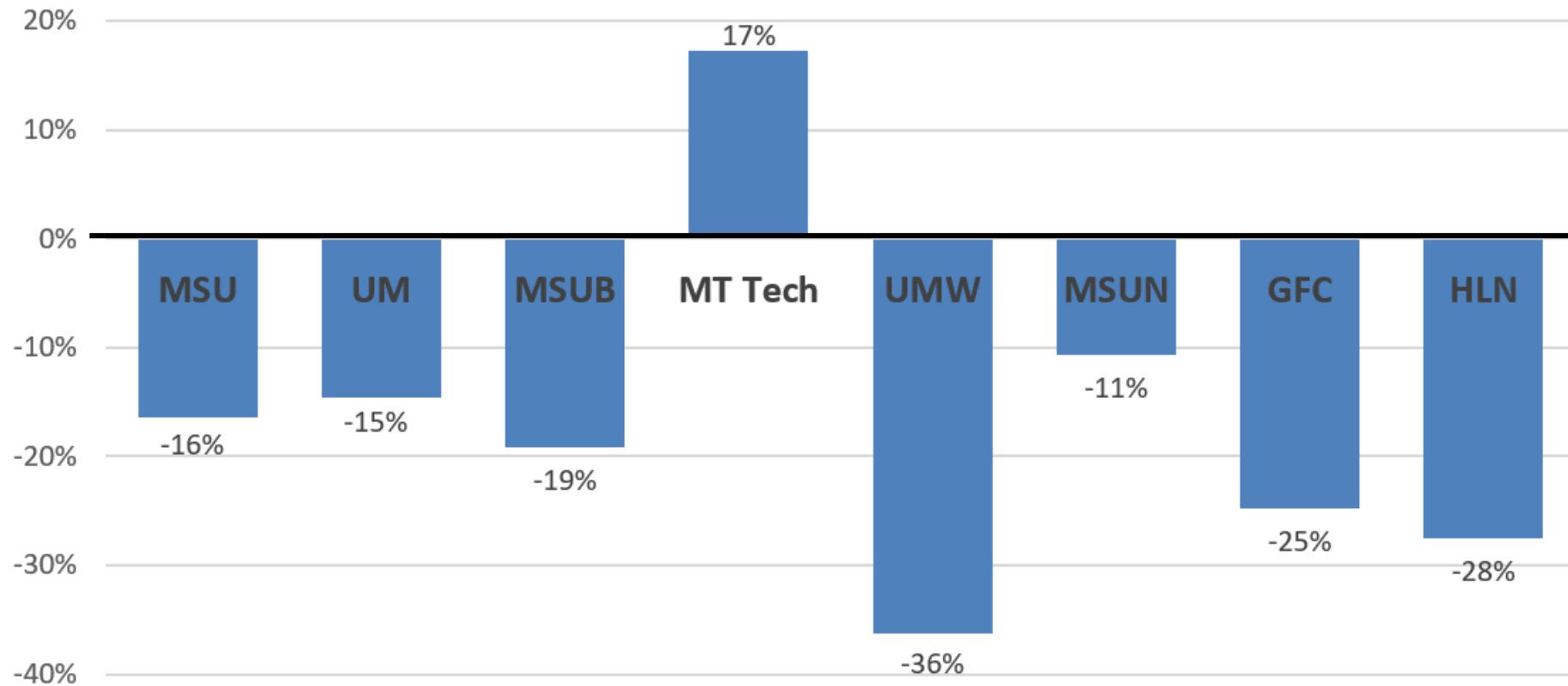


Campus	Fall 2011	Fall 2012	Fall 2013	Fall 2014	Fall 2015	Fall 2016	Fall 2017	Fall 2018	Fall 2019	Fall 2020	Fall 2021	Fall 2022
MSU	1,580	1,497	1,606	1,546	1,512	1,665	1,633	1,587	1,570	1,431	1,377	1,391
UM	1,575	1,467	1,355	1,367	1,231	1,049	1,093	1,014	903	796	873	896
MSUB	772	724	673	677	603	596	553	542	537	422	463	482
MT Tech	390	368	386	373	330	279	324	347	351	358	353	327
UMW	203	213	177	184	222	237	192	184	182	164	157	151
MSUN	201	178	181	170	188	197	190	155	133	131	163	176
GFC	301	327	255	245	209	206	191	227	136	161	124	155
HLN	267	227	235	226	186	218	190	173	190	122	160	158
TOTAL	5,289	5,001	4,868	4,788	4,481	4,447	4,366	4,229	4,002	3,585	3,670	3,736

MUS ENROLLMENT REPORT

MUS First-time Resident Freshmen

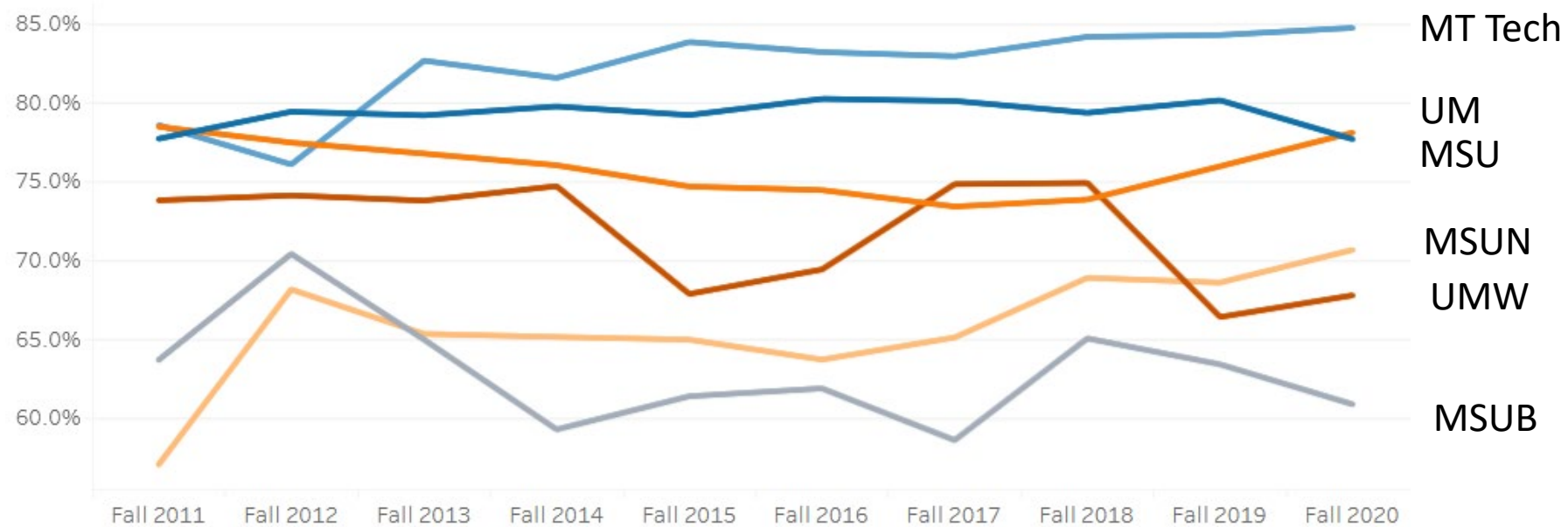
% Change 2016 to 2022



MUS ENROLLMENT REPORT

MUS First-time Freshmen Retention Rates

First-time Full-time Students Returning for a Second Year of Enrollment in the MUS



Campus		Fall 2011	Fall 2012	Fall 2013	Fall 2014	Fall 2015	Fall 2016	Fall 2017	Fall 2018	Fall 2019	Fall 2020
MT-Tech	First Time Freshmen	303	259	259	287	284	202	234	271	273	268
	Institution Retained	208	180	190	217	218	158	181	214	220	214
	% Institution Retained	68.6%	69.5%	73.4%	75.6%	76.8%	78.2%	77.4%	79.0%	80.6%	79.9%
	System Retained	30	17	24	17	20	10	13	14	10	13
	% System Retained	9.9%	6.6%	9.3%	5.9%	7.0%	5.0%	5.6%	5.2%	3.7%	4.9%
	Total FTF Retained	238	197	214	234	238	168	194	228	230	227
	Total FTF % Retained	78.5%	76.1%	82.6%	81.5%	83.8%	83.2%	82.9%	84.1%	84.2%	84.7%

[First-time Freshmen Dashboard](#)

MUS ENROLLMENT REPORT

Capture Rate - Recent MT High School Graduates

MT High School Graduates Entering the MUS in the Fall Semester Immediately Following Graduation

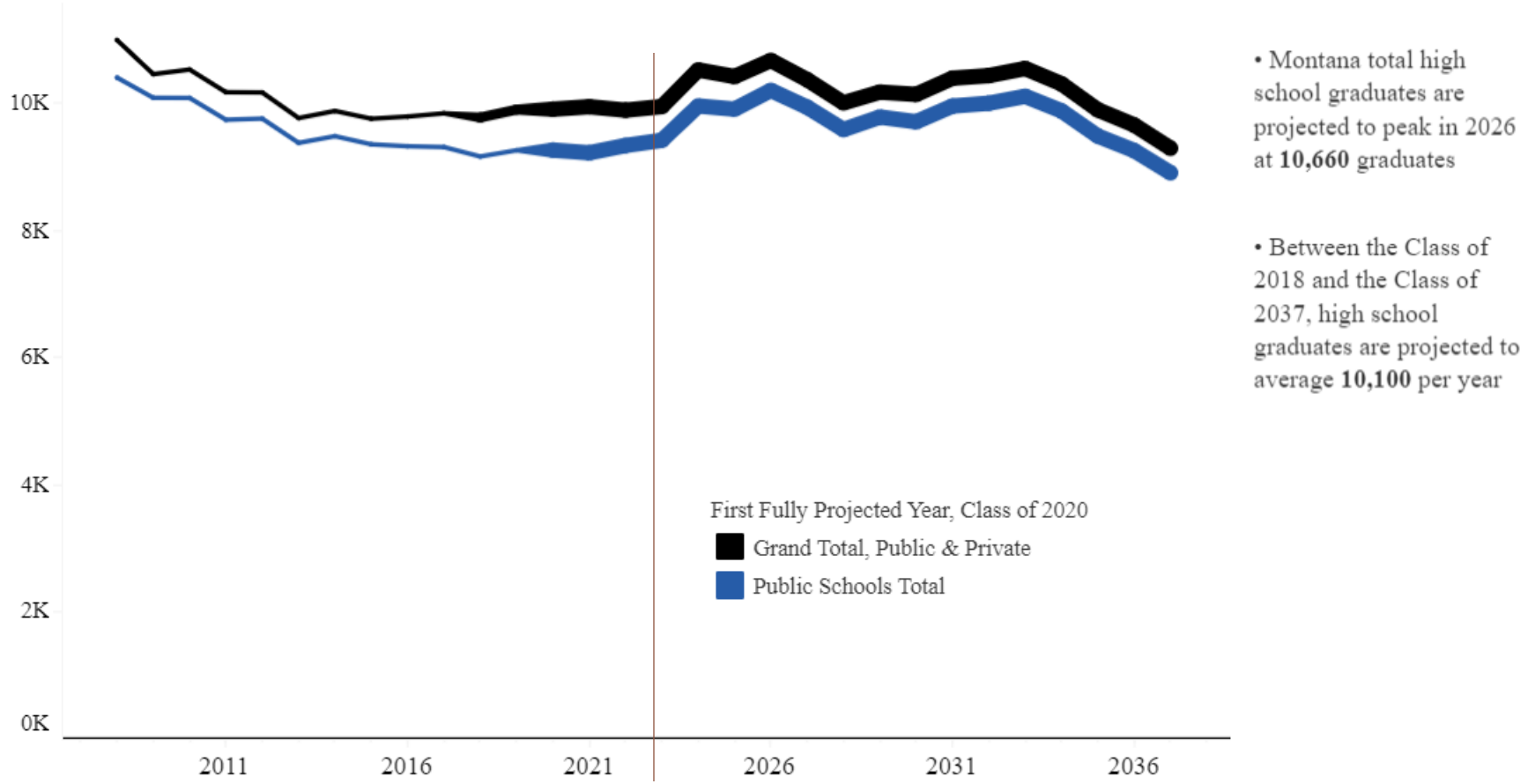
source: OCHE Data Warehouse, WICHE Projections (includes public & private high schools); CC's not included

First-time Freshmen Cohorts	Fall 2013	Fall 2014	Fall 2015	Fall 2016	Fall 2017	Fall 2018	Fall 2019	Fall 2020	Fall 2021	Fall 2022	Difference 2013 to 2022	
											#	%
HS Graduating Class, MT Public/Private Schools	9,759	9,871	9,749	9,783	9,833	9,770	9,890	9,900	9,940	9,880	121	1%
Recent MT High School Grads Enrolling in MUS	3,523	3,621	3,392	3,391	3,301	3,301	3,152	2,879	2,773	2,932	-591	-17%
MUS Capture Rate <small>(% of recent MT HS grad attending MUS)</small>	36%	37%	35%	35%	34%	34%	32%	29%	28%	30%		-6%

Montana High School Graduate Projections



Total & Public High School Graduates, Class of 2008 to 2037

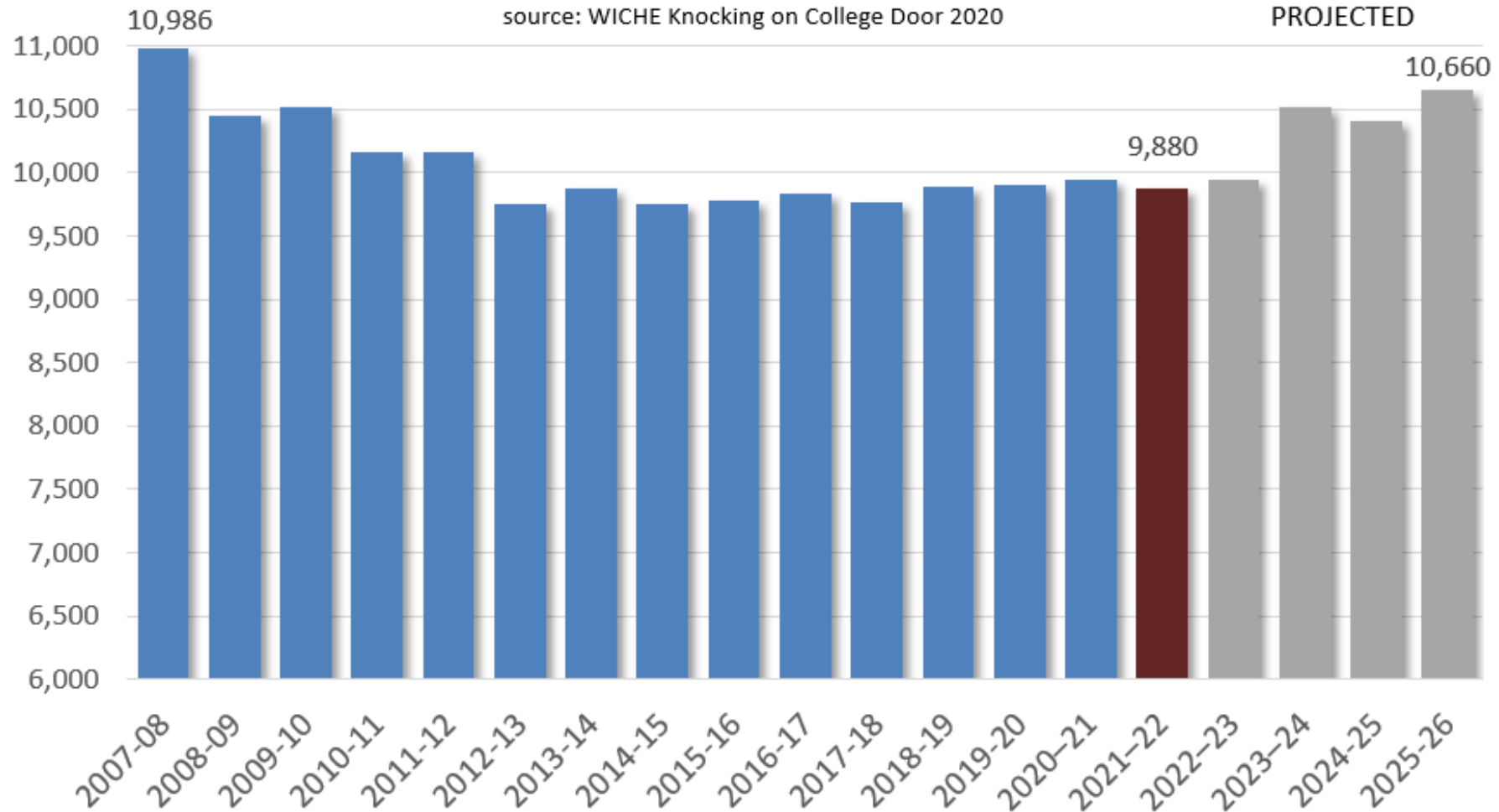


MUS ENROLLMENT REPORT

Montana High School Graduates

Public & Private High School Graduates

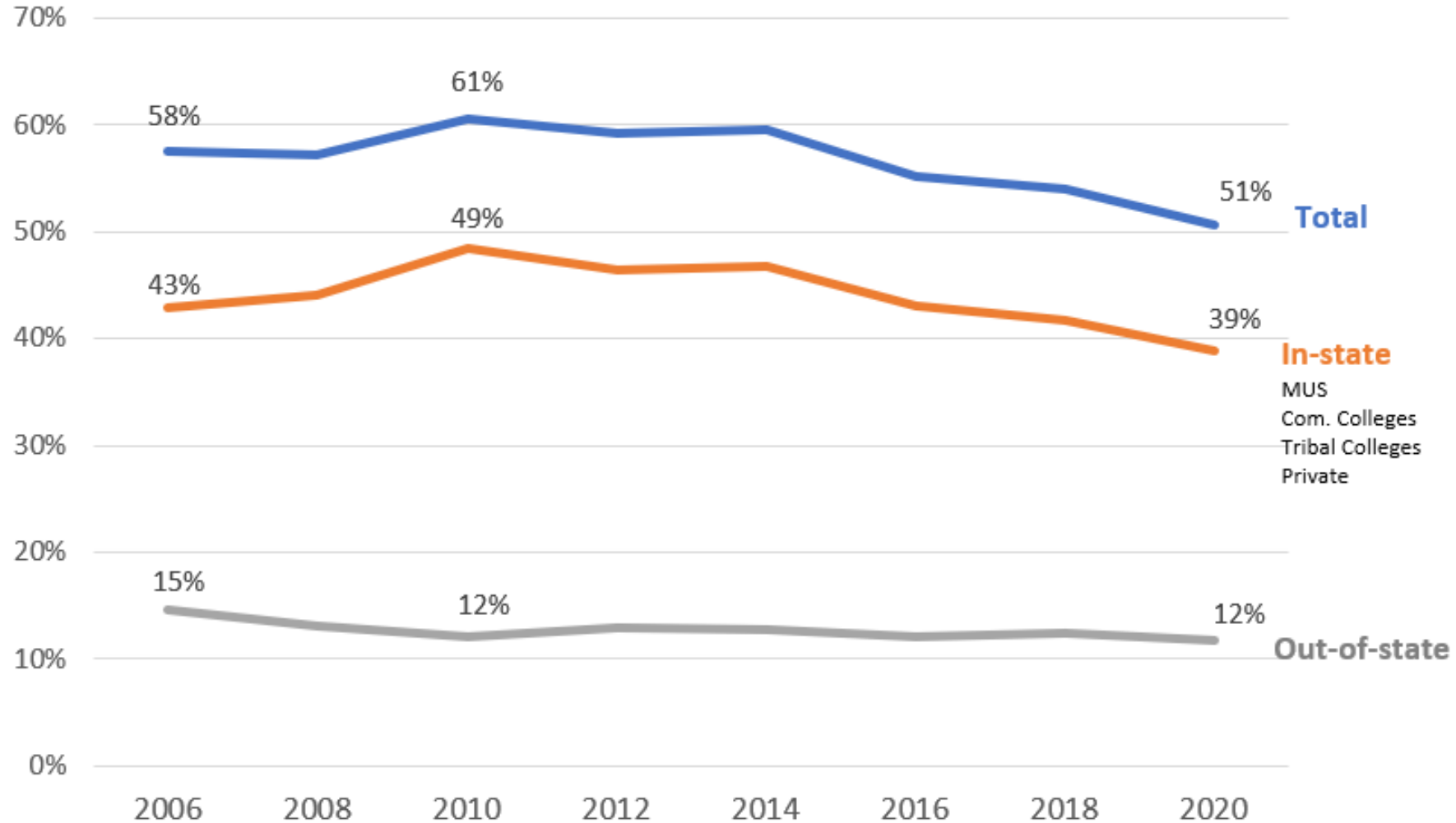
source: WICHE Knocking on College Door 2020



MUS ENROLLMENT REPORT

College-Going Rates of Montana High School Graduates

MT Public & Private High School Graduates Entering College in the Fall Semester Immediately Following Graduation; NCES, IPEDS Enrollment Survey, Knocking at College Door; Projections of High School Grad



MUS ENROLLMENT REPORT

Financial Aid per Student

Academic Year Aid Received by First-time, Full-time Students

Includes all types of financial aid except loans in both Fall and Spring semesters. Average financial aid is the amount received by all students, not just those receiving aid. Only includes students enrolled in both fall and spring semesters. Constant dollars show dollar amounts in current year dollars while Nominal Dollars are in dollars of that year.

School Type
4Year

Resident
Y

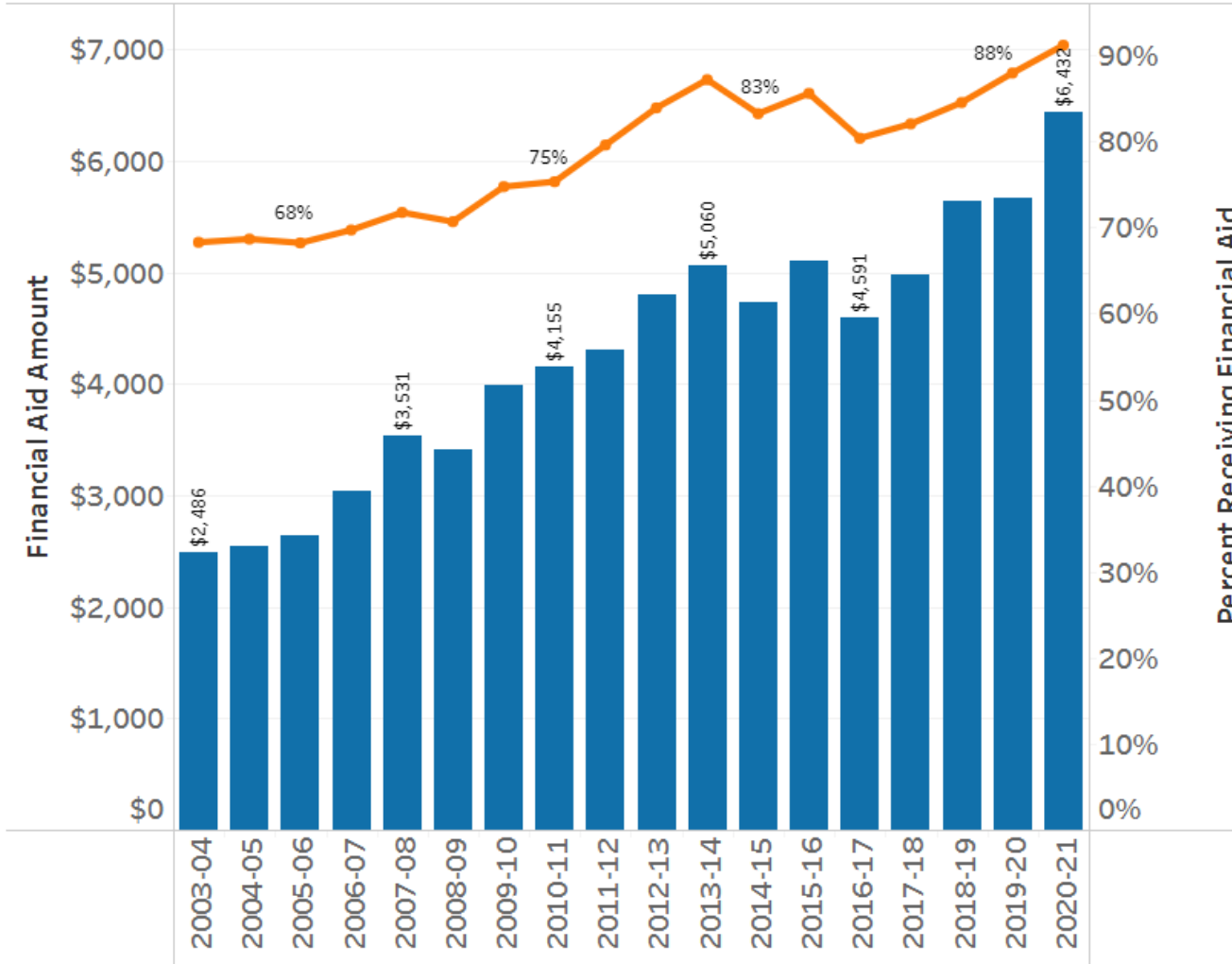
Type of Dollars
Nominal Dollars

Campus Name

- (All)
- City College
- Dawson CC
- Gallatin College
- Great Falls College
- Helena College
- Highlands College
- Miles CC
- Missoula College
- MSU-Billings
- MSU-Bozeman
- MSU-Northern
- MT Tech
- UM-Missoula
- UM-Western

Measure Names

- % Receiving Financia...
- Financial Aid Amount





FALL 2022 ENROLLMENT UPDATE

	Fall 2018	Fall 2019	Fall 2020	Fall 2021	Fall 2022
Total Headcount	2,583	2,421	2,329	2,339	2,280
Undergraduate	2,330	2,200	2,110	2,130	2,092
Graduate	253	221	219	209	188

Gender					
Female	40%	41%	41%	42%	40%
Male	60%	59%	59%	58%	60%

Origin Address					
International	8%	5%	4%	3%	2%
Montana	75%	77%	80%	79%	79%
Other U.S. States	17%	17%	17%	18%	19%

Residence Hall Students	272	315	323	361	416
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	Fall 2018	Fall 2019	Fall 2020	Fall 2021	Fall 2022
North Campus	1,844	1,714	1,650	1,683	1,625
Instate	1,281	1,236	1,238	1,266	1,217
Out of State	379	296	238	210	176
Western Undergraduate Exchange (WUE) & Advantage	184	182	174	207	232
New First Time Freshman	273	275	273	324	304
Retention	78%	81%	79%	76%	
New Transfer	119	89	60	69	64

	Fall 2018	Fall 2019	Fall 2020	Fall 2021	Fall 2022
Highlands College	739	707	679	656	655
Dual Credits	316	312	324	339	331
Traditional Students	423	395	355	317	324
Highlands (less Dual Credit)					
Instate	389	368	334	283	280
Out of State	29	23	16	12	13
Western Undergraduate Exchange (WUE) & Advantage	5	4	5	22	31
New First Time Freshman	146	136	133	108	119
Retention	57%	65%	63%	67%	

ENROLLMENT MANAGEMENT UPDATE

- **Continuing work on Strategic Enrollment Planning (SEP) initiatives.**
- **Admissions** - Enhancing communication with parents and increasing digital marketing efforts.
- **Enrollment Services** – Continuing DegreeWorks implementation and managing OrediggerWeb upgrades.
- **Financial Aid** – Implementing Award Management software for scholarships.





FINANCE & BUDGET



MONTANA
TECHNOLOGICAL UNIVERSITY

BUDGET STATUS

TOTAL BUDGET

Montana Tech

ALL FUNDS SUBJECT TO BOARD OF REGENTS APPROVAL FISCAL YEAR 2023

Campus/Agency	Actual FY 2022	Budgeted FY 2023	Dollar Change Actual 2022 to Budgeted 2023	Percent Change Actual 2022 to Budgeted 2023
Montana Tech:				
Current Operating Unrestricted	\$ 27,897,366	\$ 28,736,368	\$ 839,002	3%
Current Restricted	19,461,072	21,899,000	2,437,928	13%
Current Designated	7,469,278	9,185,798	1,716,520	23%
Auxiliary Enterprises	4,772,336	4,875,073	102,737	2%
Loan & Endowment Funds	166,090	170,000	3,910	2%
Plant Funds	9,223,765	13,689,972	4,466,207	48%
TOTAL ALL FUNDS	\$ 68,989,907	\$ 78,556,211	\$ 9,566,304	14%

CURRENT OPERATING UNRESTRICTED BUDGET

- **What makes up the current unrestricted budget?**
- **State Support**
 - Set every other year (odd years) by the State of MT through the legislative process and executive branch
 - General Fund
 - General Fund – Performance Funding
 - Millage (6 MIL Levy)
 - One Time Only - OTO
- **Tuition Revenue**
 - Set by the Board of Regents every other year (odd years) following a legislative session
 - Parameters set by Office of Commissioner of Higher Education based on Regent goals



MT Tech

Current Unrestricted Revenue & Metrics

REVENUE	FY18	FY21	FY22	%Change		FY23	%Change
				1yr	5yr	Budgeted	1yr
State Support (base)*	\$15,171,959	\$15,949,176	\$15,485,854	-3%	2%	\$15,657,833	1%
State Support (OTO)		\$0	\$543,612	100%	100%	\$1,006,388	85%
Net Tuition Revenue	\$14,559,996	\$11,243,507	\$11,029,449	-2%	-24%	\$10,030,509	-9%
Transfers/Other	\$966,942	\$949,118	\$838,451	-12%	-13%	\$2,041,638	144%
Total Operating Revenue	\$30,698,897	\$28,141,802	\$27,897,366	-1%	-9%	\$28,736,368	3%
<small>*includes campus base + earned portion of PF</small>							
Student FTE	2,309	1,972	1,950	-1%	-16%	1,888	-3%
Resident Students	1,732	1,559	1,548	-1%	-11%	1,521	-2%
Non-resident Students	577	413	402	-3%	-30%	367	-9%
Key Metrics							
State % Share	49.4%	56.7%	55.5%	-1%	6%	54.5%	-1%
State Support per Res FTE	\$8,762	\$10,230	\$10,004	-2%	14%	\$10,294	3%

- **State % Share – budgeted for 55%, peer group median = 47%**
- **State \$\$ per Resident FTE = \$10,294, MUS FY22 average = \$10,678**

MT Tech

Current Unrestricted Expenditures & Metrics

EXPENDITURES	FY18	FY21	FY22	%Change		FY23	%Change
				1yr	5yr	Budgeted	1yr
Instruction	\$18,506,444	\$16,182,965	\$16,217,569	0%	-12%	\$16,860,980	4%
Academic Support	\$1,788,994	\$1,902,581	\$1,616,551	-15%	-10%	\$1,721,114	6%
Student Services	\$3,284,770	\$3,446,890	\$3,496,768	1%	6%	\$3,867,564	11%
Institutional Support	\$2,660,703	\$2,355,310	\$2,069,510	-12%	-22%	\$2,249,221	9%
Operation & Maintenance	\$4,071,685	\$3,891,489	\$3,917,412	1%	-4%	\$3,935,508	0%
Research	\$119,256	\$75,651	\$81,496	8%	-32%	\$101,981	25%
Public Service	\$0	\$0	\$0	-	-	\$0	-
Scholarships	\$420,128	\$271,964	\$308,109	13%	-27%	\$0	-100%
Total CU Exp (net of waiver) →	\$30,851,980	\$28,126,850	\$27,707,413	-1%	-10%	\$28,736,368	4%
Student FTE	2,309	1,972	1,950	-1%	-16%	1,888	-3%
Key Metrics							
% Instruction Exp	60.0%	57.5%	58.5%	1%	-1%	58.7%	0%
% Instruct/Acad/Stud Ser Expenditures per Student	76.4%	76.6%	77.0%	0%	1%	78.1%	1%
	\$13,362	\$14,263	\$14,209	0%	6%	\$15,221	7%

- **Instruction – comprises 59% of total expenditures BOR target = 50%**
- **% Instruction + Aca Support + Stud Service is 78% BOR target = 70%**
- **Expenditures per Student – 93% of peer group median (includes agencies)**

NEXT STEPS FOR FY 2023



Monitor Actual
Revenue and Expenses
Compared to Budgeted

Tuition revenue is
higher than
budgeted due to
adjustments to
waivers



Monitor Enrollment Trends for Spring
Semester 2023 to anticipate tuition
revenue



State funding for second semester is
known and equal to fall semester
funding

FY 2024 PLANNING

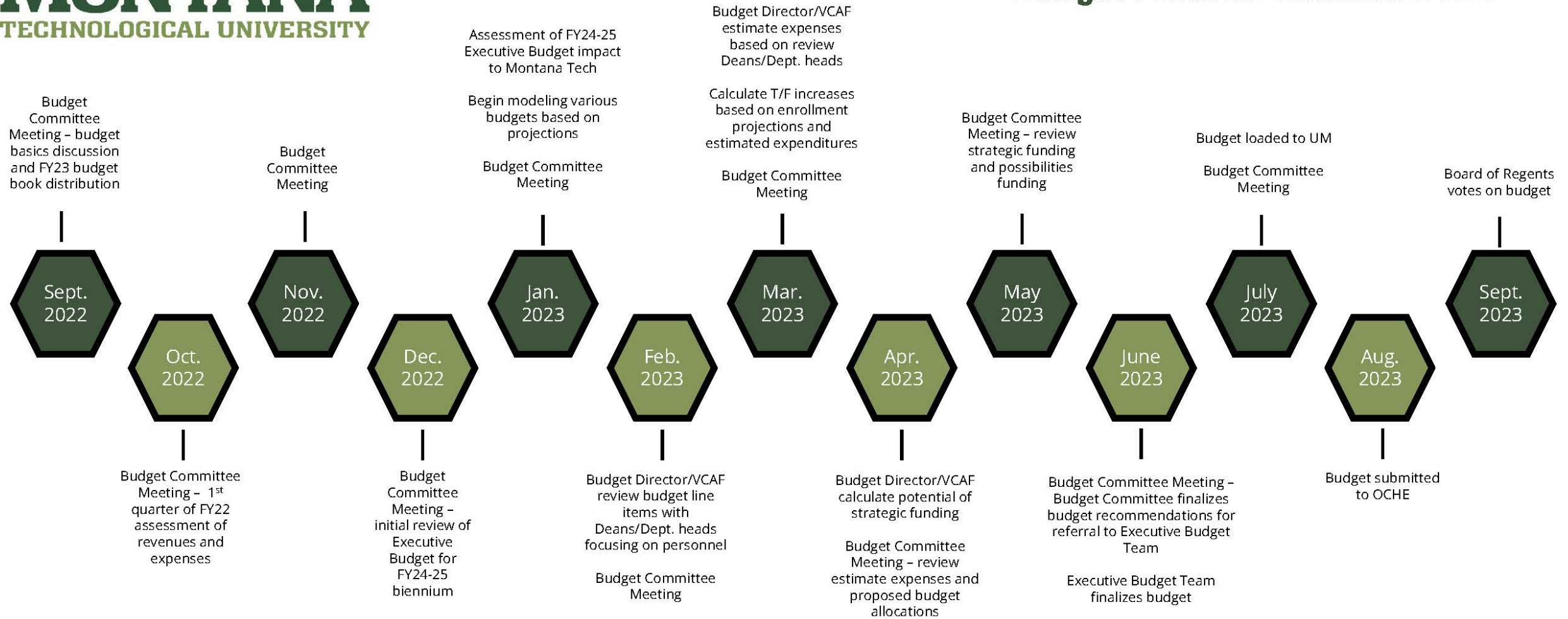
- University Budget Committee Role Clearly Defined
- University Budget Committee Membership Expanded
- Development of Strategic Resource Allocation Guiding Principles
 - Potential Principles:
 - Use of fee balances from course, program and designated funds when allowable rather than charging expenses to general fund
 - Position Management Plan - Salary savings from vacancies, Short and long term vacancy replacement plans and strategies, assessment process for new and replacement vacancies
 - Operational efficiencies – consolidation of software, printing, revised office processes
 - Linkage of activities to campus mission and strategic plan
 - Review of tuition waiver policies
 - Analysis of Class Schedule for Optimization
 - Analysis of Revenue Generating Opportunities
 - Shared Services Initiatives with UM Affiliation



FY 2024 PLANNING (cont.)

- **Governor's Budget for FY2024-25 Released in November**
 - Assessment of FY 2024-25 Executive Budget
- **Legislative Session January – April 2023**
 - Budget staff will model budgets based on proposed funding
- **Fee Schedules Developed and Submitted to OCHE - Spring 2023**
- **Tuition Set by Board of Regents – May 2023**
 - Budget staff will model budgets based on potential tuition increases





ENTERPRISE RISK MANAGEMENT

Background:

- Montana Tech implemented an Enterprise Risk Management (ERM) initiative last year to help our campus have a holistic view of issues or events that may prevent us from reaching our goals.

Key accomplishments:

- Creation of an ERM Committee to lead the initiative
- Identification of the institution's top 10 risks (these risks are being monitored by the executive team and the ERM Committee)
- Reduction of the campus' general liability insurance premium for fiscal year 2022

Program objectives for FY 23:

- Improve communications and risk awareness across campus
- Complete annual risk identification and assessment

Next steps:

- The ERM Committee will provide more information about this important initiative in the coming weeks



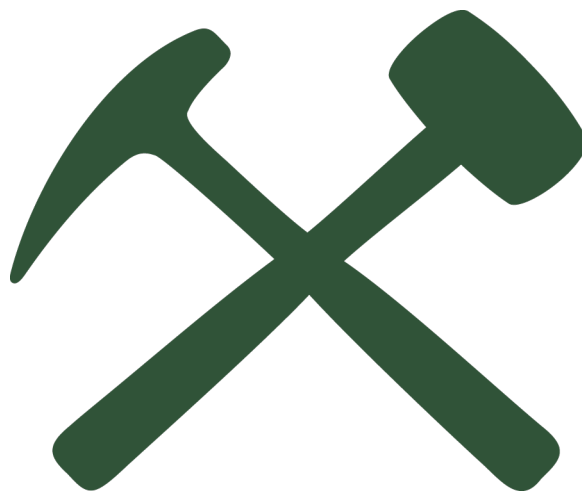
CELEBRATING SUCCESS

- Arthur Ditto Scholarship Endowment
- Largest Career Fair ever
- Ranked highest in Montana on Forbes 2022 Top Colleges list
- Celebrated 100 years of Metallurgical & Materials Engineering
- Nucor announced \$2M Endowed Distinguished Professorship
- Hosted over 300 attendees at Trades & Technology Day
- Completed ABET accreditation

LOOKING AHEAD



- Family Weekend - October 14-15
- Hall of Fame Weekend - October 21-22
- Make a Difference Day - October 22
- Tech Day - November 18
- Board of Regents - November 17-18 (Bozeman)
- Mining Hall of Fame - December 3 (Tucson)
- Holiday Stroll
- Commencement - December 10
- Holiday Breakfast



THANK YOU!

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