



UM 2020:
*Building a University
for the Global Century*
Second Edition

The University of
Montana

**THE STRATEGIC PLAN FOR
THE UNIVERSITY OF MONTANA**

PRESIDENT'S MESSAGE



Any complex organization – especially a university – needs a clear statement of strategic direction for growth and prosperity. This updated second edition of “UM 2020: Building a University for the Global Century” sets forth the major directions for The University of Montana in Missoula for the next five to 10 years. “UM 2020” resulted from intensive strategic planning involving people from across campus and beyond. It serves as the foundation for our decision-making and as the vehicle through which we assess our progress and success.

What are the characteristics of the Global Century, how do they influence how this University operates and, specifically, what do those characteristics mean for UM? One characteristic of the Global Century is that technology has an impact on communications barriers across geographic and political boundaries. We realize that the scope of our activities — actions taken at UM — have effects around the world. Yet another is the complexity of the opportunities and challenges before us. Education from every conceivable discipline will be needed to address these challenges and capitalize on those opportunities. We don't have the luxury of sitting back and waiting for someone else to solve problems or open doors for us, either as individuals or societies. We all must be active participants in this global economy.

We have made significant progress since launching our strategic plan in 2011. UM partnered with the Montana Office of Public Education to create and expand the Montana Digital Academy to make an advanced high school curriculum available to every Montana student. The Global Leadership Initiative enrolled the first cohort of entering freshmen. They are participating in an exciting program that ensures strong foundations for critical thinking and problem-solving skills, preparing these students to become leaders in the Global Century. The first of several tech lounges opened in the University Center to provide a place for students to interact

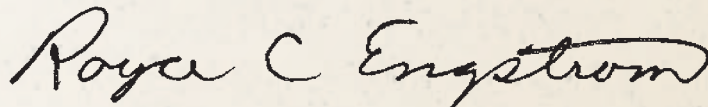
and sharpen presentations using the latest technology. We began to identify outstanding, distinctive graduate programs that are poised for greater visibility and prominence and hosted representatives from funding agencies to work with faculty to enhance applications for scholarship, research and creative work.

Higher education has a central responsibility in the Global Century. The traditional foci of a university — teaching, research and service — all take on a greater urgency today. Our educational programs must prepare citizens, workers and leaders to make contributions and influence today’s world. Our discoveries and creative works must have relevance to the challenges and opportunities before us. Our outreach efforts must bring creative solutions to our communities, both local and global.

“UM 2020: Building a University for the Global Century” includes five major strategic issues, each described in detail in this booklet. Each sets forth specific objectives and key metrics. The plan builds on the strengths we have achieved as one of the nation’s premier institutions of higher learning, on the traditions that we have embraced at the University since its inception and on the commitment to serving future citizens of Montana, the nation and the world.

Working together, we can build a University for the Global Century.

Sincerely,



Royce C. Engstrom

President

The University of Montana

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UM Mission Statement

The University of Montana pursues academic excellence as demonstrated by the quality of curriculum and instruction, student performance, and faculty professional accomplishments. The University accomplishes this mission, in part, by providing unique educational experiences through the integration of the liberal arts, graduate study, and professional training with international and interdisciplinary emphases. The University also educates competent and humane professionals and informed, ethical, and engaged citizens of local and global communities; and provides basic and applied research, technology transfer, cultural outreach, and service benefiting the local community, region, State, nation and the world.

UM Vision Statement

*The University of Montana will lead as a globally focused public research university that serves the state, nation and world. Intrinsic to this mission are the underlying values of **leadership, engagement, diversity and sustainability**. These essential values underpin our preparation of graduates and our contributions to society in the 21st century through high-impact teaching, research, creative scholarship and service. The University of Montana will be recognized as a place of opportunity for those who study and work in a dynamic learning environment. It will be a place of vitality through its academic, cultural and athletic performance. We will realize our mission and vision through continuous, intentional integration of planning, budgeting, implementation and assessment. The University of Montana will drive economic, cultural and social development of Montana and the Northern Rockies.*

Core Values



PARTNERING FOR STUDENT SUCCESS



Partnering for Student Success, a program launched in 2008 that emphasizes student learning and engagement, has increased UM's freshman retention rate. Through intentional, incremental steps, the program enhances student experiences and advances student success. Strategies include helping high school students prepare for college-level work, assisting entering freshmen with the transition to college, improving the early curriculum and getting students meaningfully involved in college life. The Montana Digital Academy, in collaboration with the Montana Office of Public Instruction, has served more than 10,000 enrollments of Montana high school students in more than 120 courses since fall 2010, preparing the enrolled students to enter the University college-ready. For freshmen, seminars focused on complex, global questions were introduced to expand students' knowledge and interdisciplinary perspectives. For all students, stricter enforcement of prerequisites enables improved performance in upper-division coursework. National survey results demonstrate the attention faculty provide for students, including help with academic and personal difficulties. As part of the plan to advance students' engagement, UM faculty facilitate student involvement in service learning, addressing local and global issues and embarking on research. To evaluate gains made by Partnering for Student Success, the University continuously monitors changes in student grade-point averages, retention, graduation rates and number of graduates, as well as the effectiveness of support services.



KEY STRATEGIES

- Prepare K-12 students**
- Help students transition to college**
- Integrate early college curriculum**
- Engage students**
- Strengthen student support**
- Emphasize faculty and staff development**

INDICATORS OF SUCCESS

	Current	2020 Target
Freshman retention (baccalaureate)	72%	83%
Six-year graduation rate	49%	60%
Number of graduates	3,165	3,500

EDUCATION FOR THE GLOBAL CENTURY



UM offers an educational experience at all degree levels that provides graduates the foundation to make positive impacts and become engaged citizens in a world that is increasingly interconnected. Foundational academic programs offer students the tools to advance economic, cultural and social change. Two-year education focuses on practical experience aligned with regional, national and global needs. This past year, students constructed a solar vehicle for a national competition that reflects this emphasis. Enrollment, progression toward graduation and transfer rates to four-year institutions track success. At the four-year level, a new program, the Global Leadership Initiative, models a framework that encourages students to contemplate their overall education and focus on significant interdisciplinary questions and grand challenges faced by a global society. Speakers at the inaugural event represented federal and state leaders, business leaders and peers who emphasized the importance of such education. Campus Career Services, Internship Services and study-abroad programs offer all students opportunities to interact globally. To measure success, UM evaluates participation in co-curricular, study abroad and service learning, as well as student involvement related to global issues. For graduate students, UM capitalizes on its unique location and intellectual and cultural resources to develop interdisciplinary collaboration and inspired scholarship. Data related to number of programs, enrollment, advanced degrees awarded and graduate research indicate progress.



KEY STRATEGIES

Strengthen foundational academic programs

Generate responsive two-year programming

Promote global engagement and leadership at the baccalaureate level

Enhance discovery and innovation through two-year, baccalaureate and graduate education

INDICATORS OF SUCCESS

	Current	2020
Global Leadership Initiative enrollment	160	800
Hands-on research experiences	23%	30%
Study-abroad experiences	336	550
Internships	560	950
Funded graduate assistants	496	1,000

DISCOVERY AND CREATIVITY TO SERVE MONTANA AND THE WORLD



The University transforms discovery and creativity into applications and experiences in ways that benefit the state, region, nation and world. Scholarship, research and creative work are essential to campus life and academic programming at UM. Faculty members are expected to engage in leading research and scholarship that results in publications, exhibitions, performances and presentations. Strong faculty and student scholarship are integral to the University's ability to offer top educational programs. By fostering an entrepreneurial spirit in research and technology, UM transforms discovery into applications that benefit everyone. The University's business incubator, the Montana Technology Enterprise Center, helps foster companies generated by UM research such as Rivertop Renewables, an environmentally friendly chemical company. UM works to advance today's discoveries to produce tomorrow's products, contributing to innovation, job creation and business opportunities. To measure success in this arena, UM monitors the number of publications and patents produced, as well as new business startups, spin-off companies and jobs created. In non-research creative scholarship, the University gauges success by the number and stature of publications, performances, presentations and exhibitions. Campus also monitors the number of national and international awards and recognitions in all areas to help track progress. UM continues to provide regular and systematic evaluation of faculty performance to measure productivity, quality and impact. Campus also offers students multiple venues to share their creative work.



KEY STRATEGIES

Enhance contributions by faculty and students through research

Expand knowledge and cultural richness through creative scholarship

Advance today's discoveries to create tomorrow's products

INDICATORS OF SUCCESS

	Current	2020
External grant funding	\$68 million	\$140 million
Annual scholarly publications by UM faculty	598	750
Performances and exhibitions	370	450

DYNAMIC LEARNING ENVIRONMENT



Photo by Jonathan Crummett

UM works to enhance its character as a place where people are passionate about learning, discovery and growth.

Located in Missoula amid the mountains of western Montana, UM consistently is recognized as one of the most attractive and enticing campuses in the nation. People are drawn to UM by the richness of experiences, scenic beauty, lifelong learning, and cultural and entertainment opportunities. The University strives to ensure that its surroundings are integrated into the campus curriculum. Beyond traditional classroom lectures and seminars taught by renowned faculty, campus offers Web- and video-based classes to rural and place-bound learners. Campus also includes many outstanding learning environments, such as The Payne Family Native American Center — the nation’s finest university building for Native studies and students. Campus also has new tech lounges and houses the Montana Digital Academy, which offers advanced, online high school courses statewide. To sustain a world-class student-centered campus, UM monitors student engagement survey results and the percentage of facilities and learning spaces that are sustainable, accessible and innovative. It also engages in partnerships locally and worldwide, gauging the value of these programs through reviews, program numbers and participation. Campus monitors success in recruitment, retention and development and constantly works to attract the highest-quality students, educators and employees. UM also works to increase the number of diverse interdisciplinary learning experiences and the participation levels of such offerings.



KEY STRATEGIES

People – Lead in recruiting, retaining and developing the highest-quality students, faculty and staff

Programs – Provide programs of distinction, including outstanding athletic, cultural and entertainment opportunities, as well as engage local to worldwide partnerships and connect programs to UM’s unique location

Infrastructure – Use technologies and practices that optimize the learning experience while modeling sustainability

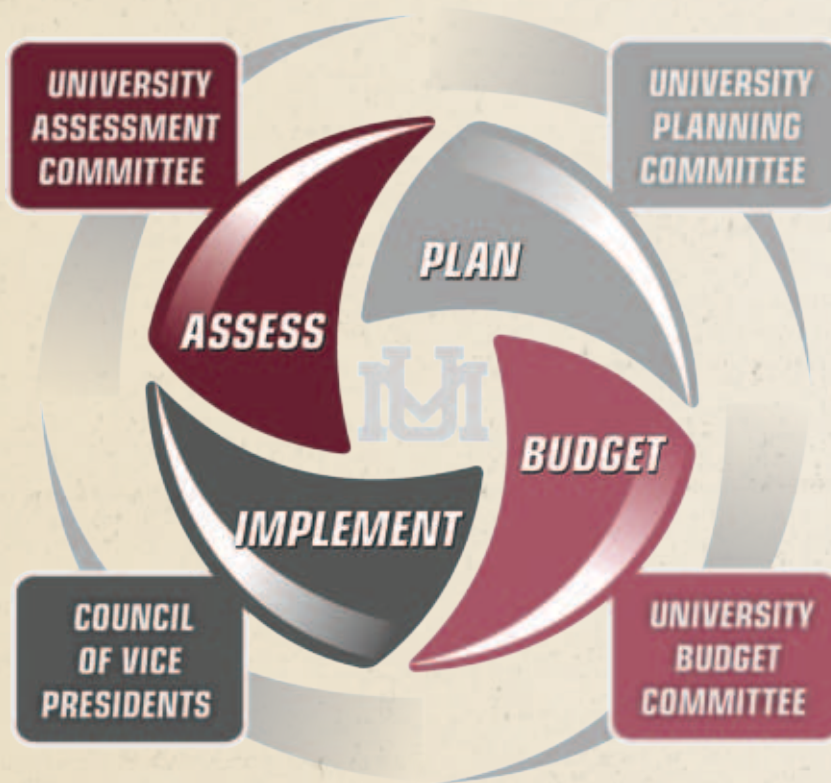
Culture – Inspire an atmosphere where engagement and passion for learning thrive

Place – Integrate the character of the campus environment into discovery and instruction

INDICATORS OF SUCCESS

	Current	2020
Classroom technology	43%	100%
Montana Digital Academy enrollment	6,636	15,000
Student-to-faculty ratio	20:1	18:1
Percent of seniors who rate their educational experience as good or excellent	88%	90%
UM first choice for new faculty	75%	100%

THE PLANNING-ASSESSMENT CONTINUUM



The University models transparency, systematic communication and sound decision-making to ensure that resources are marshaled to achieve UM’s mission.

The University continually works to clarify its vision and mission and demonstrate to internal and external stakeholders that the best use is made of resources — that campus does the right things for the right reasons. The Planning-Assessment Continuum is both top-down and bottom-up. Executive leadership provides overarching mission-driven goals, equitable parameters and accountability: all UM employees and students provide new ideas, improve processes and contribute to innovation. This structure ensures transparency, meaningful input and participation, including advisory committees, implementation teams and other groups. To track success of the continuum, UM provides annual reporting of budget allocations by goals and tracks funding of new initiatives. To ensure transparency, campus evaluates committee representation so all groups have a voice. It gauges the degree of public access to strategic plans, operating plans and other budget materials. In addition, UM updates its strategic plan and subsequent budget allocations annually. Campus completes yearly updates of sector and program plans, adjusting budgets as needed in response to enrollment, revenue and expense variation. UM documents all outcomes with an annual assessment report that is available online.



KEY STRATEGIES

Link plans and resources

Engage transparent and participative processes throughout the cycle

Use data-driven decisions and goal-setting

Gather objective and timely assessment of outcomes

INDICATORS OF SUCCESS

	Current	2020
<i>Alignment and integration of plans</i>	<i>in progress</i>	100%
<i>Percent of general funds budget to instruction, academic support and student services</i>	69%	70%
<i>Percent of budget allocated annually to strategic initiatives</i>	1.2%	1.5%



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