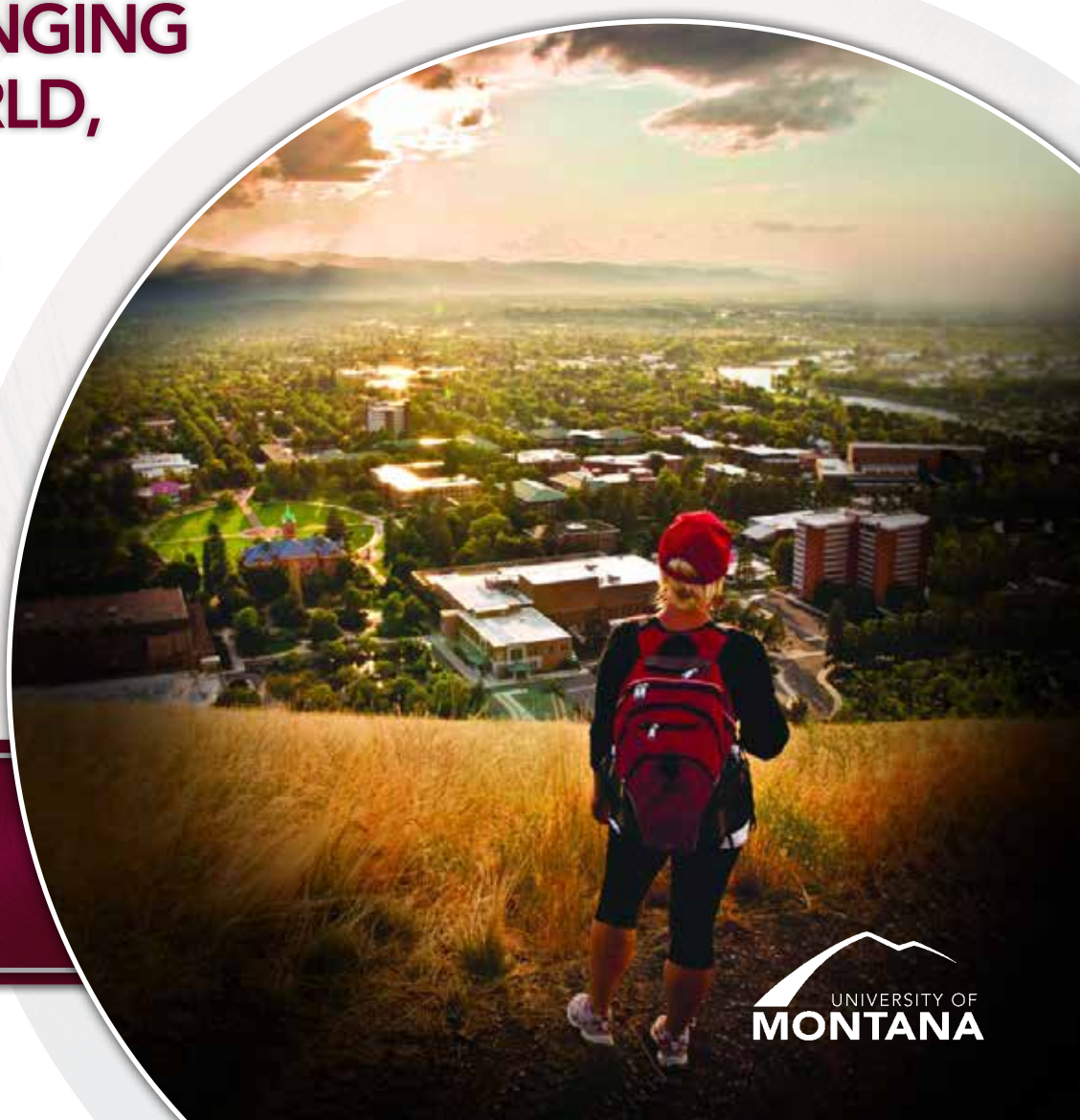
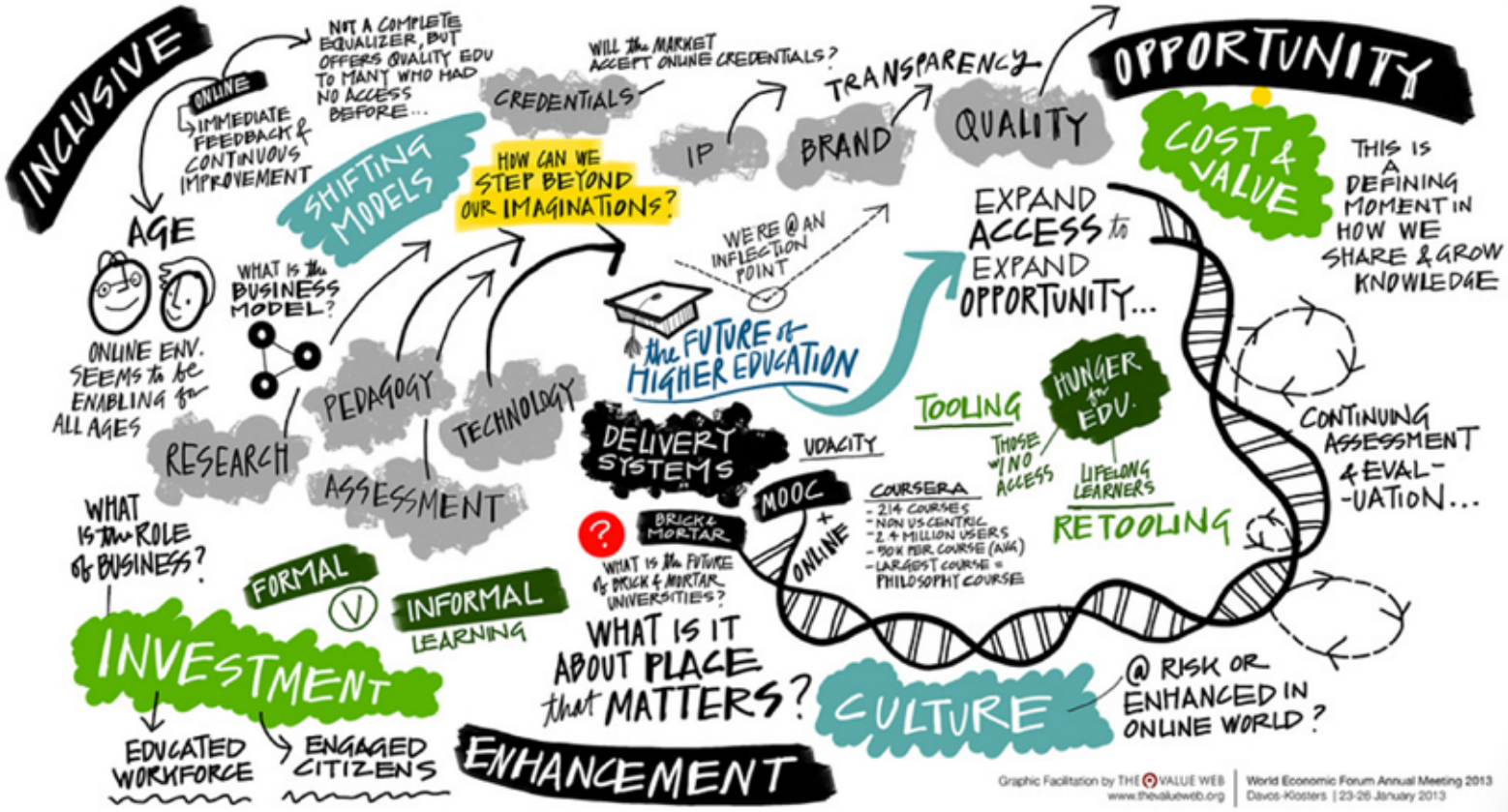
IN TODAY'S CHALLENGING AND COMPLEX WORLD,

LEADERS WILL RISE.



PRESIDENT SETH BODNAR
JANUARY 31, 2018

A PIVOTAL MOMENT
FOR HIGHER EDUCATION



UM FACES A **DEFINING MOMENT**

A UM EDUCATION

We are **agile, lifelong learners** prepared to **solve complex interdisciplinary challenges.**

POWER IS IN THE **"&"**

Skilling-up for an AI-powered world involves more than science, technology, engineering and math. **As computers behave more like humans, the social sciences and humanities will become even more important. Languages, art, history, economics, ethics, philosophy, psychology and human development courses can teach critical, philosophical and ethics-based skills that will be instrumental in the development and management of AI solutions.**

– MICROSOFT PRESIDENT **BRAD SMITH**

DOROTHY BRIDGES
Senior VP, Federal Reserve
Bank of Minneapolis
'80 B.A. Liberal Arts

"When I started volunteering at UM, I never imagined someday I would get the opportunity to work in one of the greatest museums in the world. This is an absolute dream come true!"

– EMILY GRASLIE
†Chief Curiosity Correspondent ,
The Field Museum in Chicago
'11 B.A. Studio Art

"I received great career advice at the University of Montana and I have been very fortunate to make some great decisions along the way."

– ERIC SPRUNK
COO, Nike
'86 School of Business
Administration, Accounting

TIM FOX
Montana Attorney General
'81 B.S. Geology, '87, JD

AREAS OF **EFFORT**

Pursue **Excellence** & **Innovation**

Emphasize **Stewardship** & **Sustainability**

Recruit, Retain & **Graduate Students**

Prioritize **Mission First, People Always**

PURSUE
EXCELLENCE & INNOVATION

EXCELLENCE IS NOT AN ACCIDENT

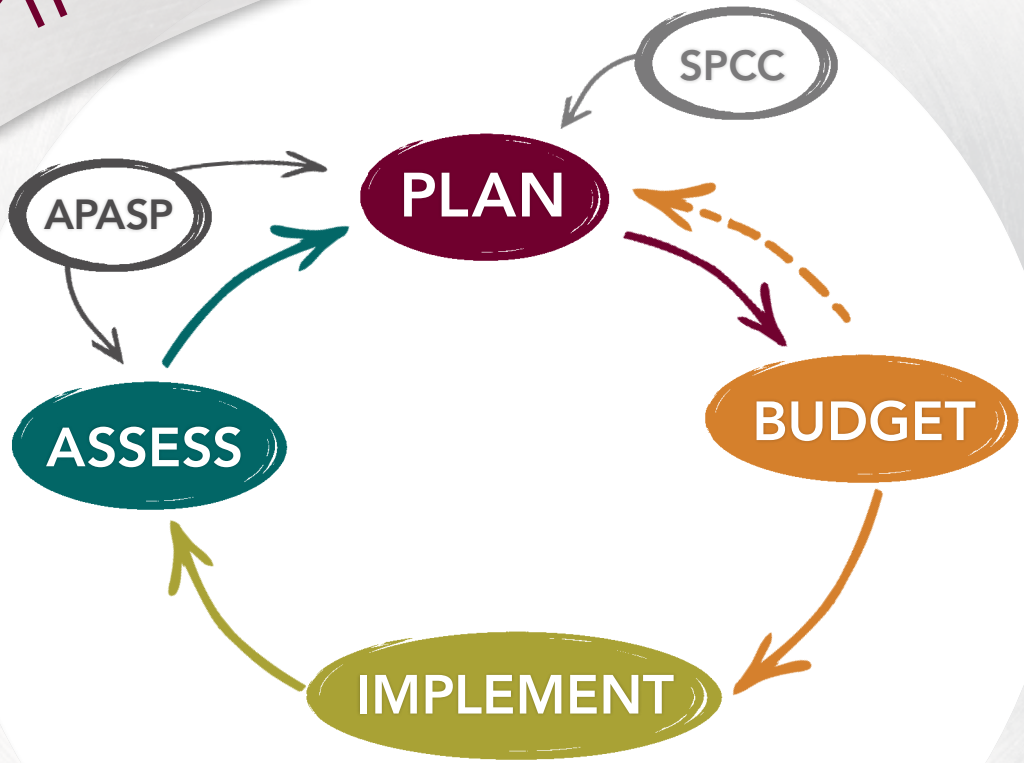
- UNDERSTAND & EMPHASIZE STRENGTHS
- DISCIPLINED FOCUS
- SEEK NEW PARADIGMS & STRUCTURES
- ASSESSMENT & CONTINUOUS IMPROVEMENT

IN ORDER TO:

- Shape **agile, creative lifelong learners**
- Foster **social mobility** and **innovation**
- Advance the **frontiers of knowledge**

BE CLEAR. BE INTENTIONAL. BE BOLD.

SHAPING THE **UM OF TOMORROW**

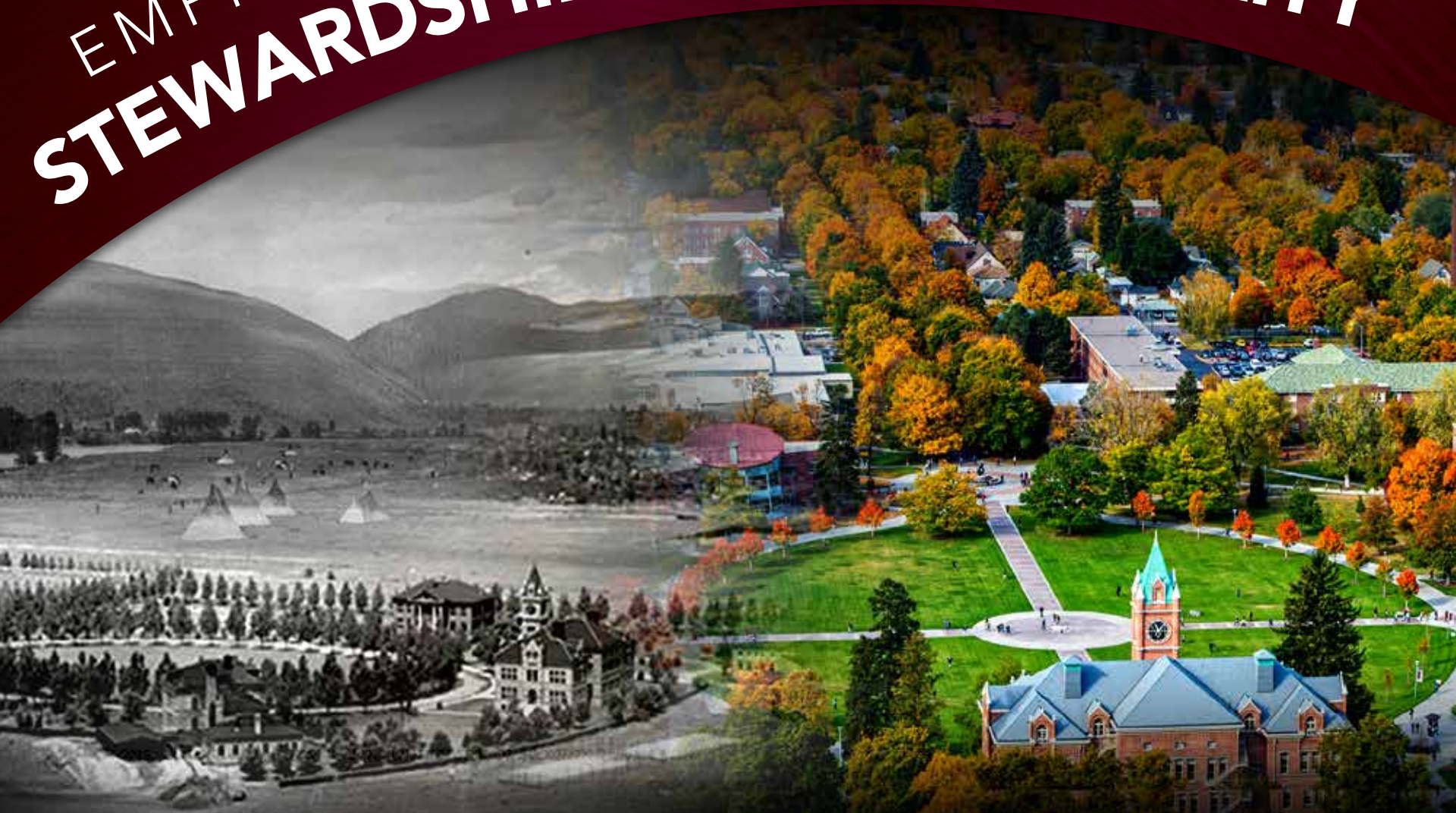


RECONSTITUTE UPC WITH CHARGE TO:

- Articulate a **concise, compelling mission**
- Propose a **clear, intentional strategic plan** for action by **May 2018**
- Institutionalize a **process** for **continuous assessment** and **learning**

DESIRED END STATE: an agile, innovative, learning organization that meets the needs of our students, the state of MT, and the world.

EMPHASIZE
STEWARDSHIP & SUSTAINABILITY



COMPARISON FY12 TO FY18

STUDENT FTE

FY12 13,643
FY18 9,710

3,933

STATE SUPPORT

FY12 ..... $49M
FY18 .... $59M

NET TUITION REVENUE

FY12 ..... $86M
FY18 ..... $69M

$17M

SPENDING PER STUDENT

FY12 .... $10,314
FY18 .. $13,587

STRUCTURAL **BUDGET IMBALANCE** FY18

STUDENT FTE → **REVENUE** = **EXPENDITURES**

Projected **9,710**

REVENUE		
Net Tuition	=	**$69M**
State	=	**$59M**
Total	=	**$128M**

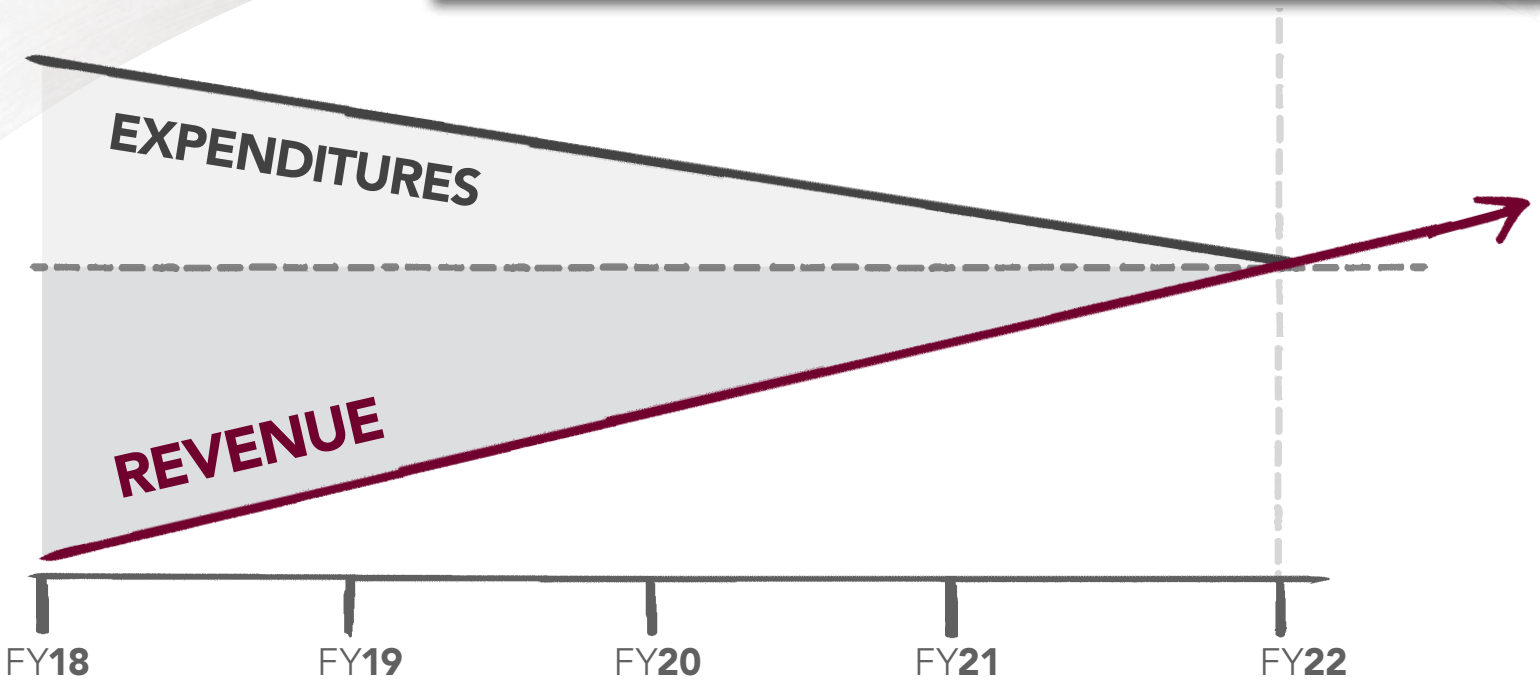
EXPENDITURES		
Personnel	=	**$117M**
Operating	=	**$14.5M**
Total	=	**$131.5M**

FY18 BALANCE ($3.5M)

Costs to be absorbed into base FY19-22:

State/Millage/Performance Funding Reductions
Present Law/Reserves
Instruction
Cohort/TA Waivers
Investment in Recruitment/Retention

GENERAL FUND
STRATEGIC PRIORITIZATION



1. **RECRUITING** AND **RETENTION**
2. **CLEAR, INTENTIONAL STRATEGY**
3. **STRUCTURAL ALIGNMENT** AND **SIMPLIFICATION**

SIMPLIFY THE WAY WE WORK

GOALS:

Enhance service levels and support for core activities and mission of UM

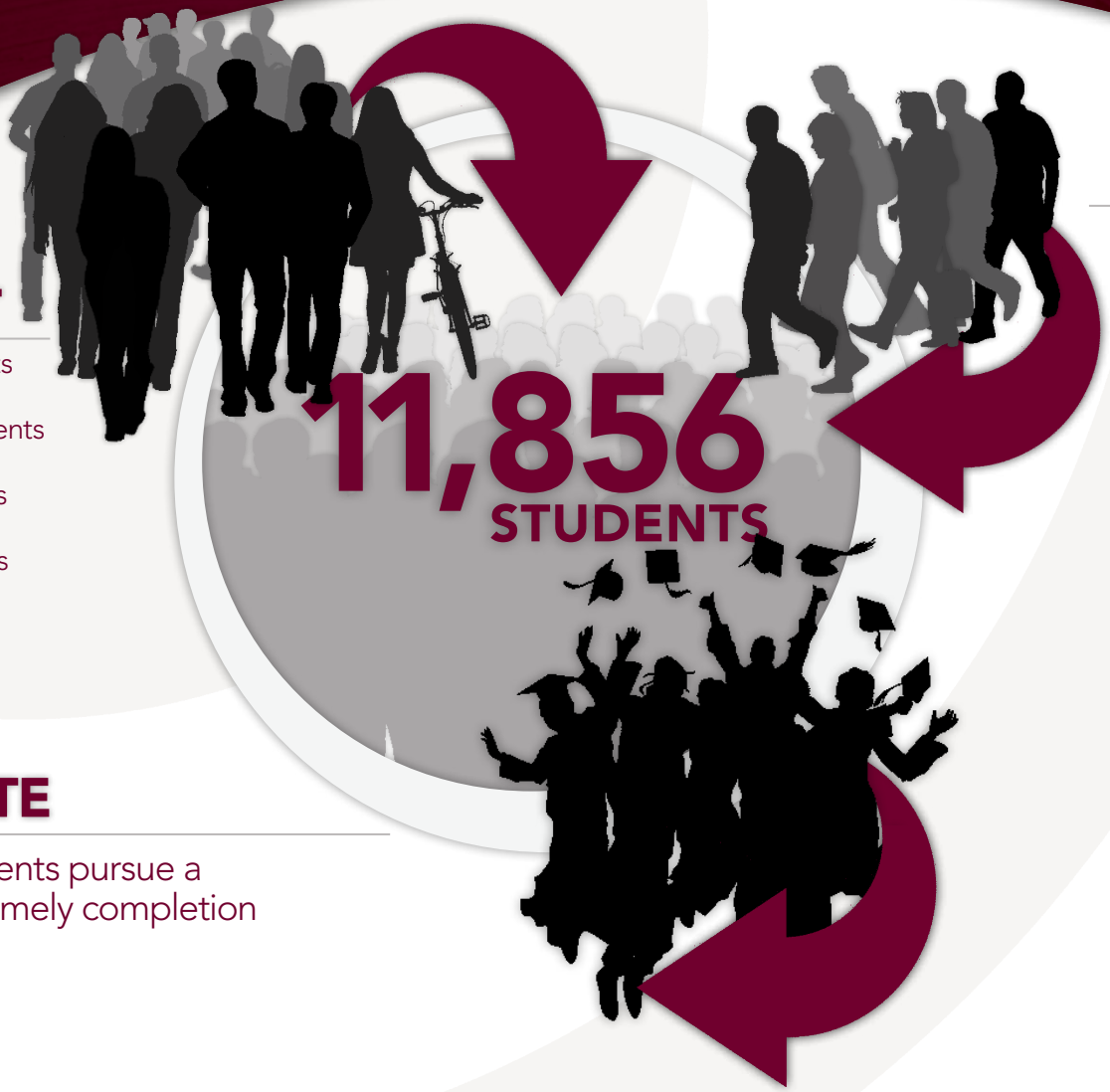
Increased faculty ability to focus on core competencies... teaching and research.

Better alignment and integration of administrative operation of UM

Improve quality of life for staff

[1]Concept adapted from Lombardi, John (2013). *How Universities Work.* Baltimore, MD: John Hopkins University Press

RECRUIT, RETAIN & GRADUATE



RECRUIT

Freshman Students
Transfer Students
International Students
Dual Enrollment
Returning Learners
Online Students
Graduate Students

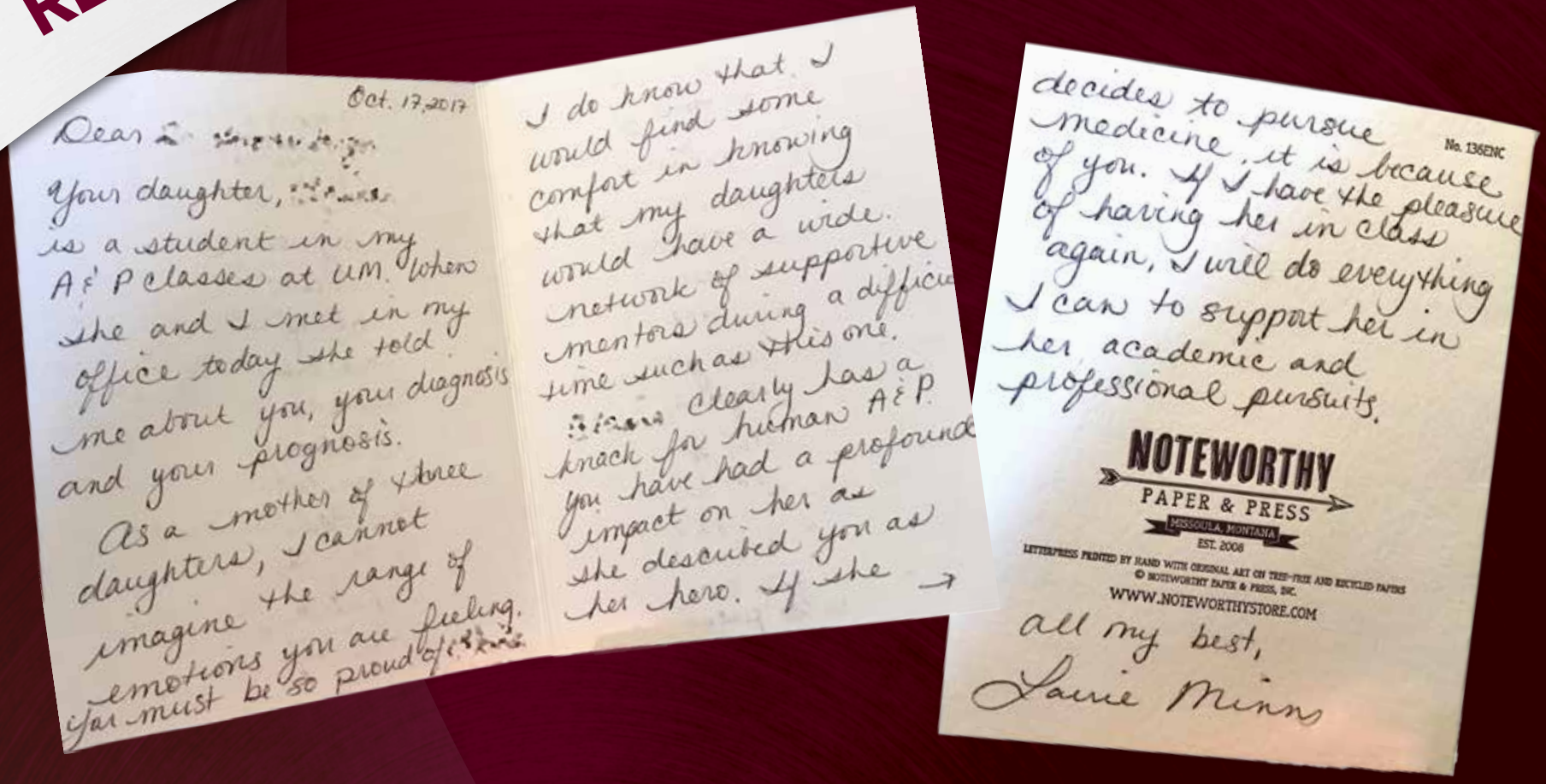
RETAIN

UP **10%** BY 2020

GRADUATE

Ensure our students pursue a clear path to a timely completion

RETENTION IS OUR **GREATEST OPPORTUNITY**



Oct. 17, 2017

Dear [redacted]

Your daughter, [redacted] is a student in my A & P classes at UM. When she and I met in my office today she told me about you, your diagnosis and your prognosis.

As a mother of three daughters, I cannot imagine the range of emotions you are feeling. You must be so proud of [redacted]

I do know that I would find some comfort in knowing that my daughters would have a wide network of supportive mentors during a difficu time such as this one.

[redacted] clearly has a knack for human A & P. You have had a profound impact on her as she described you as her hero. If she → decides to pursue medicine, it is because of you. If I have the pleasure of having her in class again, I will do everything I can to support her in her academic and professional pursuits.

No. 136ENC

NOTEWORTHY
PAPER & PRESS
MISSOULA, MONTANA
EST. 2008

LETTERPRESS PRINTED BY HAND WITH ORIGINAL ART ON TREE-FREE AND RECYCLED PAPERS
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all my best,
Laurie Minns

MISSION FIRST, **PEOPLE ALWAYS**

PRIORITIZE STUDENT SUCCESS

SEEK & CELEBRATE DIVERSITY

FOSTER PERFORMANCE & PROFESSIONAL DEVELOPMENT

MAINTAIN A SAFE & SUPPORTIVE CAMPUS ENVIRONMENT

STRENGTHEN OUR COMMUNITY

OUR TIME IS NOW...

Are these the **right areas of focus for UM right now?**
If not, **what would you change?**

What do **staff most need** from the institution **to succeed?**

What are the **university's greatest strengths**, from your perspective?

What areas most need **our collective attention?**

UNIVERSITY OF MONTANA