Presidential Search Prospectus
Report to the Board of Regents of the Montana University System Regarding the Appointment of a President of the University of Montana
The Board of Regents of the Montana University System seeks to identify and appoint an individual to serve as the next president of The University of Montana following the retirement of George Dennison, who has led the institution successfully for the past 20 years.

As the leader and CEO of the university, the president exercises broad executive powers over the instructional, research/creative artistry, civic engagement, student life and community relations commitments of the institution and its affiliated campuses, which include the university’s flagship campus, UM-Missoula, as well as the UM College of Technology, Montana Tech of UM in Butte, UM-Western in Dillon and the UM-Helena College of Technology.

There are 14,921 students who attend UM and the College of Technology in Missoula, including 10,967 undergraduate students. Reflecting UM’s commitment to continuing education, nearly 10 percent of UM’s student population are 35 years or older. While 77 percent of UM’s students are Montana residents, there are nearly 500 foreign students representing 75 countries from around the world. UM employs 1,956 people full time, including 548 instructional faculty, 38 noninstructional faculty and 1,370 staff members. In fiscal year 2009 campus research expenditures totaled $67 million. In fiscal year 2010, UM and its affiliate campuses will have an overall budget of $470 million.

During the past two decades, the usable space increased by roughly 1.3 million square feet – nearly one-quarter of the total space on campus today. The demography of the campus changed as well, with the student population growing from roughly 10,000 to nearly 15,000, and the faculty numbers nearly doubling from 380 in 1990 to 663 in 2010. The faculty today has a greater commitment to research and graduate education than 20 years ago, with the annual volume of externally funded research going from less than $7 million in 1990 to nearly $70 million in 2010 and the awarded doctorates increasing from about 15 to 75 annually. However, it is even more revealing to note that the University has graduated more alumni, counting all degrees, in these 20 years than during the preceding century. During those 20 years, generous donors provided in excess of $500 million for scholarships, fellowships, professorships, program endowments and facilities. An emergent and maturing culture of philanthropy goes far to explain the remarkable progression of the University into the 21st century.

Although the affiliated campuses are now administratively one university unit, each retains its own mission and academic programs, procedures, standards and accreditation. Montana Tech and UM-Western are each led by a chancellor. UM-Helena is led by a dean/CEO. These three institutions together enroll 5,327 students. In addition, their combined general fund budgets total $67.6 million. Additional information about each of these campuses is featured on the following pages.

The president of UM reports to the Board of Regents of the Montana University System through the commissioner of higher education. Reporting to the president are the chancellors of Montana Tech and UM-Western, the dean/CEO of UM-Helena, the provost and vice president for academic affairs, the vice president for administration and finance, the vice president for research and development, the vice president for student affairs, the university executive vice president, Information Technology, the Mansfield Center, Internal Audit, the legal counsel, equal opportunity/affirmative action, alumni relations, Intercollegiate Athletics and an assistant to the president. In addition, the president offers open communication and access to independent entities such as the UM Foundation, Associated Students of UM and Staff Senate.

2009 Institutional Assessment Report
Primary Attractions of a UM Presidency

The role of president of The University of Montana is an extremely sought-after leadership position. Aside from the general allure associated with leading any major institution of higher education and the opportunities outlined in the following section of this prospectus, there are numerous other areas that warrant consideration.

• The unique physical setting of the UM campus is unparalleled. UM and our world-class researchers are surrounded by a wonderful natural laboratory. Discovery is just out the back door. The director of UM’s Wildlife Biology Program, Dan Pletscher, often says, “Other places read about it. We live in the middle of it.” Outside magazine agrees. They rated UM No. 15 among America’s 40 best colleges nationally for combining academic quality and outdoor recreation. The M Trail above campus is the busiest hiking trail in the state.

• UM, as well as its schools, colleges and departments, are routinely recognized as being among the best. Recently UM was listed as one of the nation’s top institutions for undergraduate education and a great buy according to the Princeton Review’s 2010 edition of “The Best 371 Colleges.” Only about 15 percent of four-year colleges in the nation make the cut. In addition, UM-Western was recognized as the No. 2 school in the country by U.S. News in November for offering the best small classes on a budget. Also, in 2004 Forbes magazine named UM one of the nation’s Top 10 “IQ Campuses.” Missoula also recently made a top-eight list for best college towns.

• In fall 2009 UM’s School of Law was chosen as one of the best-value law schools in the nation by The National Jurist magazine. UM’s Phyllis J. Washington College of Education and Human Sciences was one of only 10 education schools in the nation to meet all of the standards of a two-year study for preparation of elementary teachers in mathematics, according to the National Council on Teacher Quality, which surveyed 77 education schools in 49 states. The College of Health Professions and Biomedical Sciences’ pharmacy program is ranked seventh in the nation in terms of the number of National Institutes of Health grants and contracts awarded. UM’s graduate program in creative writing tied for 10th place in U.S. News and World Report’s list of America’s best graduate programs. Based on student work, which is judged by nationally known journalism professors, UM’s School of Journalism routinely is ranked in the top 10 of accredited journalism programs. For 2009-10, in the Hearst Journalism Awards Program (known as the “College Pulitzers”), UM placed sixth overall in writing and seventh in broadcast news.

• The University’s students and alumni also represent the institution well nationally. UM journalism graduates have won eight Pulitzer Prizes. UM has produced 31 Udall scholars, more than any other school in the nation since the award’s inception in 1996. In addition, we have produced 28 Rhodes Scholars, ranking UM 17th in the nation and fifth among public universities.

• UM’s students and alums serve the institution well in roles of civic engagement. During the 2007-08 academic year, UM students in service-learning courses volunteered more than 30,500 hours in the Missoula community. In 2009 the Corporation for National and Community Service named UM to the President’s Higher Education Community Service Honor Roll, the highest federal recognition a school can achieve for its commitment to service learning and civic engagement. In addition, UM is ranked No. 10 by the Peace Corps on the organization’s list of “Top Producing Colleges and Universities.” UM ranks ahead of other medium-sized institutions such as Brown, Notre Dame and Yale in producing Peace Corps volunteers. Since the Peace Corps was established by John F. Kennedy in 1961, more than 700 UM graduates have served as volunteers.
The University of Montana
(Including UM’s College of Technology):

Location: Missoula
Founded: 1893
Fall 2009 Enrollment: 14,921
Instructional Faculty: 548
Noninstructional Faculty: 38
General Fund Budget: $371 million
Schools and Colleges: College of Visual and Performing Arts, College of Health Professions and Biomedical Sciences, School of Business Administration, College of Arts and Sciences, College of Forestry and Conservation, Phyllis J. Washington College of Education and Human Sciences, School of Journalism, School of Law, Davidson Honors College, College of Technology
Team Mascot: Grizzlies
Athletic Conference: Big Sky

Men’s Teams: football, basketball, tennis, indoor/outdoor track, cross-country
Women’s Teams: basketball, volleyball, soccer, tennis, indoor/outdoor track, cross-country, golf

• The University’s Grizzly Athletics programs consistently bring national attention to campus. The Grizzly football team won the Division 1-AA National Championship in 1995 and 2001 and was national championship runner-up in 1996, 2000, 2004, 2008 and 2009. The men’s basketball team has appeared in the NCAA tournament seven times, appearing in the first round six times and the second round once. The Lady Griz women’s basketball team has appeared in the NCAA tournament 18 times, including 11 appearances in the first round and seven in the second round. UM’s mascot Monte was named the Capital One National Mascot of the Year in 2002 and 2004. UM also was ranked by Sports Illustrated On Campus magazine as one of the top 25 college sports towns – the only Football Championship Subdivision school to receive the distinction.

• Members of UM’s Alumni Association Board of Directors, the UM Foundation Board of Trustees and the National Advisory Board for Grizzly Athletics all feature robust and diverse representation at the top of their respective industries from across the nation.

• At least 48 states have addressed or still face shortfalls in their budgets for fiscal year 2010. Montana and North Dakota are the only two states with a balanced budget. This puts Montana, and the Montana University System, in a better position than most other institutions of higher education across the country.

“During summer there’s blue-ribbon trout fishing in every direction, and mountain bikers rule the old logging roads and ski runs above town. During winter, Montana Snowbowl boasts the state’s best tree skiing.” – Men’s Journal

www.umt.edu
The President’s Agenda

The president will lead the University in planned development and enhanced external relations, and will play a principal role in the articulation of a compelling vision of public higher education for the state of Montana.

The University’s next president will assume leadership of an institution well set on a trajectory of excellence, with clearly established strengths, a venerable tradition, and a deeply committed campus and extended community. The University is served by an experienced and deeply committed foundation.

However well positioned it is now, the University must, in still greater partnership with private, public and nonprofit sectors, work to realize its potential for shaping a strong and diversified state economy, whether it does this through technological research activities that lead to new industries and applications, or through the training of future entrepreneurs who will develop the knowledge base to grow the Montana economy. In association with its sister MUS institutions, the University must regularly assess its responsiveness to changing circumstances and opportunities, as well as evaluate the quality and accessibility of its current programs and services. The University must serve to broker interests, match resources, integrate disciplines and leverage its intellectual capital in ways that are more consistent with the needs of a 21st-century global economy.

The appointment of a new president is, therefore, a particularly important opportunity to reaffirm cherished traditions, build upon work in progress and also identify new opportunities.

The following agenda items have been identified through the search process to the Board of Regents. This is not a complete list of the varied responsibilities of UM’s President’s Office, but instead a listing of issues deemed significant at this time. Success in addressing these principal challenges and opportunities will have a significant bearing on the assessment of the performance of the next president. She or he will be called upon:

• To strengthen UM as a premier public research university, providing comprehensive, high-quality undergraduate programs and graduate programs of true distinction on the Missoula campus and two-year, technology, liberal arts and sciences programs at the respective affiliated campuses in Helena, Butte and Dillon. The next president must creatively match existing resources and develop new ones.
• To work in a directly collaborative way with the leaders of the affiliated campuses at Helena, Butte and Dillon to clarify and support their respective and distinctive missions so each may aspire to being “best in class” while also fostering collaboration among them and with the Missoula campus.
• To raise the profile of UM by articulating effectively and compellingly to elected officials, the business and professional sectors, the public and the media, the critical role of higher education in the future of the state.
• To lead the University community in a review and refinement of programs, services and operations (especially in light of constrained fiscal resources) to ensure better allocation in support of agreed-upon strategic objectives.
• To further the distinctive mission of UM as a comprehensive institution by fostering a “culture of engagement and outreach” across all campuses, departments and programs by identifying strategic opportunities and developing partnerships in the larger communities of the state and region.
• To strengthen the University as an institution offering students a distinctive and holistic educational experience in the context of a renewed general education program – one that integrates disciplinary scholarship, preparation for success in a global economy, co-curricular activities, athletics and residential living.
• To foster a professional educational environment that values a faculty that is as committed to high-quality teaching and advising as it is to research and creative artistry.
• To articulate, encourage and support the University’s research and development efforts in an ever-more competitive environment by strengthening and expanding its partnerships with federal and state agencies and departments, and with established and emerging businesses in Montana, the region and beyond.
• To build the University’s capacity to be truly entrepreneurial across all programs and departments by engaging in research, technology transfer and state, regional and national economic development ventures.

• To relate and effectively articulate the mission of the University to the rapidly changing needs of a state and region undergoing major demographic changes.

• To ensure the fiscal well-being of the University through the development of and legislative advocacy for appropriate and proportionate operating and capital budgets (including support for scholarships, undergraduate and graduate program development, and investments in strategic initiatives) and to complement such efforts through significant, well-conceived and sustained fundraising efforts with the UM Foundation and the UM Office of Alumni Relations.

• To nurture a culture of collaboration that truly values the talents and contributions of all members of the University community and inspires faculty, staff, students, alumni, partners and supporters to bring their best to serve their shared vision of the University’s future.

• To work effectively in an environment of shared governance.

• To provide leadership to the campus community by continuing the University’s strong emphasis on the racial, ethnic, gender and intellectual diversity of its faculty, staff and student body, and by nurturing an atmosphere of free inquiry, tolerance and celebration of diversity.

• To position the University as an effective and respected institution within the global environment by fostering an international perspective and forming strategic alliances with other universities, businesses, agencies and organizations.

• To support and expand the University’s commitment to and leadership in sustainability by example, research, dissemination and collaboration.

• To provide leadership to Division I intercollegiate athletics, as well as related recreational activities, by ensuring appropriate representation, quality, support and recognition of all programs offered by the University.

• To work in a directly collaborative way with the city of Missoula and with local and area businesses and organizations to foster a greater sense of shared community, common purpose and mutual respect and assistance on the part of students, faculty, staff and their neighbors.

• To work with the commissioner, Board of Regents and colleagues within the Montana University System to (1) increase the overall educational attainment of Montanans through increased participation, retention and completion; (2) assist in the expansion and improvement of the state’s economy through the development of high-value jobs and the diversification of the economic base; and (3) improve institutional and system efficiency and effectiveness.

In addition, the University’s Strategic Directions statement also sets forth a Vision Statement and enumerates six Core Values by which the institution will be guided.
Qualifications and Characteristics Desired in a New President

The new president should possess a combination of personal qualities and professional experience that fully matches the critical and ambitious expectations of the UM community, Board of Regents and related constituencies. The president must understand and be truly committed to the University’s distinctive heritage; keen sense of community; strong tradition of shared governance; expectation of frequent, open and honest communication; collective experience of investing selectively in distinctive areas of excellence; and commitment to scholarship and learning among all its members.

UM is most effective when its leaders are truly committed to the furtherance of diversity, interdisciplinary initiatives, well-advised risk taking and open, data-based, decisive management. The University and Board of Regents seek a president who relishes the prospect of working with a talented team of colleagues and will make a sustained commitment of his or her time to see UM through to greater achievement.

To fulfill the challenging but rewarding role of president, the successful candidate should be a person of tried and tested ability to be entrepreneurial in service of the University’s mission and possess the interpersonal skills necessary to bridge constituencies inside and outside the institution. The ideal candidate should exhibit the following qualifications and characteristics:

- Outstanding academic credentials – a person with a keen intellectual interest, lively mind and deep respect for academic inquiry who will exemplify the central mission of the University, as well as stimulate and nurture it.
- A demonstrated ability to be both “hands on” and “hands around,” balancing leadership of on-campus matters while advancing the mission of the University through external relations, the fostering of strategic partnerships and advocacy for the needs of the University.
- An abiding and demonstrated commitment to students and all aspects of their education and welfare. The candidate should exhibit a readiness to support them through formal and informal contacts, including participation in student activities and events.
- A successful and advancing record of achievement in the leadership of complex higher education institutions, including graduate and undergraduate education, competitive research, fiscal and human resources operations, and significant outreach beyond the main campus.
- A demonstrated skill for entrepreneurialism, ability to translate vision into an agenda and the courage to carry it forward.
- A leadership style that combines truly consultative and participatory governance with well-considered, timely and responsible executive decision-making.
- Demonstrated ability to communicate superbly and interact effectively with students, faculty, staff, alumni, state and national officials, elected leaders, the media, the foundation, agencies and community, business and professional leaders.
- A strong commitment to fundraising, an understanding of the role of the president in development and a proven ability to work with multiple constituencies to enhance the resources needed for the University.
- A capacity to learn quickly the intricacies of the University itself, as well as the distinctive Montana culture and heritage and its economy, politics, social fabric and institutional architecture.
- Demonstrated ability to provide leadership to the campus community by setting an expectation for greater racial, ethnic, gender and intellectual diversity among the faculty, staff and students. Candidate will both embrace and advance not only the legacy of diversity currently fostered but also the Board of Regents Policy 1902 – “Minority Achievement; Montana University System.”
- A demonstrated ability to foster a sense of shared purpose, respect and encouragement across all sectors of the University community.
Nomination and Application Process

All nominations, inquiries and applications will be confidential until the commissioner of higher education identifies one or more finalists for campus interviews, at which point the names and resumes of finalists only will become public. Applications will be received until the position is filled, but in order to assure full consideration, applicants must have all required materials on file by May 19, 2010. Required application materials include a substantive letter of interest, curriculum vitae and the names, addresses, telephone numbers and e-mail addresses of five professional references. Those materials must be electronically submitted in MS Word or PDF format to: umpresident@academic-search.com.

Telephone inquiries can be directed to Bill Franklin, senior consultant with Academic Search Inc., at 830-249-1444.

UM Presidential Search Web Site
The Setting

Missoula is nestled in a hub of five valleys, where more than 68,000 residents (more than 108,600 in Missoula County) shop, eat, recreate and live. A favorite fall pastime is spending an afternoon watching the nationally ranked Montana Grizzlies play football in UM’s Washington-Grizzly Stadium.

In downtown Caras Park, children of all ages can ride hand-carved carousel horses or residents can stroll the banks of the Clark Fork River as it meanders through town. Visitors and students can take a leisurely stroll from campus to the heart of the city on trails along the river.

Concerts, community events, art openings and theatrical performances at UM and other Missoula venues offer an ongoing stream of cultural opportunities for residents and visitors. The Missoula Symphony Orchestra plays in UM’s University Theatre, and musicals and plays are staged regularly by the nationally renowned Missoula Children’s Theatre. The Osprey – a farm team for the Arizona Diamondbacks – provide sporting entertainment in the summer in a baseball stadium on the banks of the Clark Fork River.

Missoula Highlights

- Men’s Journal ranked Missoula the No. 1 small town in the nation.
- Inc. magazine named Missoula second among small cities as a place to do business.
- Missoula is “one of the of the best mountain towns in the nation,” according to National Geographic Adventure magazine.
- Country Home magazine called Missoula one of the “Top 25 Best Places to Live” and one of the “Top 10 Best Green Small Cities.”
- Named “Best Community in the West” by Sunset magazine.

View photos of The University of Montana and Missoula

Academics

UM offers one of the richest learning environments of any campus in the nation. The focus here is on the student and on discovery. The Northwest Commission on Colleges and Universities made its Evaluation Committee Visit on April 12-14, 2010. In preparation for that once-a-decade event, UM conducted an institutional self-study to address the nine standards used to measure the quality and effectiveness of the University and its programs.

Overview of the University

UM Major

Public Service Centers

- The O’Connor Center for the Rocky Mountain West
- The Maureen and Mike Mansfield Center
- The Institute for Medicine and the Humanities
- The International Heart Institute of Montana
- The Montana World Trade Center
- The Bureau of Business and Economic Research
- Montana Business Connections: The Entrepreneurship Center
- KUFM Public Radio and Public Television
- The Broadcast Media Center
- The Bolle Center for People and Forests
- The Montana University Affiliated Rural Institute on Disabilities
- The Montana Campus Compact
- The Division of Educational Research and Service
- The Montana Cooperative Wildlife Research Unit
- The Center for Natural Resources and Environmental Policy
- The Institute for Tourism and Recreation Research
- The Montana Forest and Conservation Experiment Station
- The Wilderness Institute
- Flathead Lake Biological Station
- The Center for Leadership Development
- The Center for Ethics
- The Montana Museum of Art and Culture
The academic program is backed by excellent library and technology resources, a support system designed to help students thrive, a strong Student Life program and excellent facilities. In combination with a tremendous selection of social and recreational activities on-campus and off, it is hard to find an atmosphere more conducive to learning.

The faculty, staff and administration at UM are committed to the educational process, and that means their own learning as well as that of the students. The University as a whole and all of the academic units are engaged in ongoing planning in order to provide a dynamic and responsive set of programs.

UM encompasses seven colleges (arts and sciences, education and human sciences, forestry and conservation, health professions and biomedical sciences, technology, visual and performing arts, Davidson Honors College) and four schools (business administration, journalism, law, graduate), as well as Continuing Education and campus libraries.

Student Body and Campus Life

A UM education is not limited to classrooms and textbooks. Our students travel to exotic locations, join club lacrosse or rugby or alpine ski teams and compete for national scholarly awards. They volunteer to build houses, tutor schoolchildren, conduct research alongside internationally recognized faculty, work part time as AmeriCorps members and steward the environment.

Our classrooms include a 28,000-acre experimental forest, a biological research station on the nation’s largest freshwater lake west of the Mississippi River and one of two world trade centers located on a university campus. In addition, UM has more than 150 different student clubs, and 75 percent of its students participate in at least one of the 30 intramural sports or activities. Many students also are active in service-learning and civic engagement. During the 2007-08 academic year, UM students volunteered more than 30,500 hours in the Missoula community.

Students also take classes from Campus Recreation, which features an indoor climbing wall, multiple fitness classes and an outdoor program. The University also features its own golf course and pool. Students often gather in the University Center. The UC features an expansive indoor garden, a movie theatre, The Bookstore at UM, a food court, a market, an art gallery and more.

In 2008 UM signed its latest international agreement, this time with Vietnam, marking the institution’s 86th international collaboration that provide UM students with a range of study options abroad. There are about 500 international students from 75 countries currently attending UM. UM is the most diverse campus in the Montana University System.

UM’s student body was composed of 46.6 percent men and 53.4 percent women in 2009. In addition, 77 percent of students were Montana residents and 23 percent were nonresidents (including Western Undergraduate Exchange students). The average age of a UM student is 24.5 years old. In addition, 7 percent of our student population identifies themselves as a minority.

Of UM’s student body, 7 percent identify themselves as a minority and 4 percent identify themselves as Native Americans. Native enrollment at UM has grown steadily over the years, from 239 students in 1990 to 545 in 2008. The retiring president set the eventual goal of 1,000 or more Native students enrolled, so the University’s student population will better reflect the demographics of the state. In addition, the University also has articulation agreements with the state’s seven tribal colleges stating that any student who graduates from a Montana tribal college with an A.A. or A.S. automatically meets UM’s lower division general education requirements. These colleges include Salish Kootenai College, Little Big Horn College, Fort Peck Community College, Fort Belknap College, Chief Dull Knife College, Blackfeet Community College and Stone Child College. In addition, Enrollment Services, the retiring president, the vice president and other UM administrators visited all seven Montana reservations in the last three years. This effort will continue every few years.

Of UM’s incoming freshman in 2009, 16 percent graduated in the top 10 percent of their class. The average grade-point average of incoming freshman was 3.23, and their average ACT score was 23.

Faculty and Staff

UM promotes a culture of collaboration that encourages faculty to develop partnerships on campus throughout multiple disciplines, as well as within the Missoula, Montana, national and international communities. Employees are devoted to the institution and the draw of UM’s unique location, which is evidenced by successful recruitment and retention.

Employees also have an important voice in University policy. Bargaining units currently represent tenured and tenure-track faculty and adjunct faculty, as
well as the majority of classified staff. The classified, professional and faculty employees also are represented through Staff Senate and Faculty Senate.

Alumni

The University of Montana Alumni Association was formed in 1901 just three years after the University graduated its first students. Today, University alumni number over 90,000 worldwide with forty-five percent of them living in Montana. The UM Alumni Association is one of the oldest associations affiliated with a public university in the Northwest. Since its founding, the Association’s overarching goals have been to better the University, keep former students connected and to share their experiences and support with the University. The University has a very loyal alumni base which truly enjoys returning annually for Homecoming.

Alumni from UM have distinguished themselves in public and private careers. The honorable Mike Mansfield was both a student and professor before embarking on a long public career in the U.S. House and Senate and then as ambassador to Japan. UM alumnus Carroll O’Connor was known to many as Archie Bunker in the TV sitcom All in the Family. Other UM alumni are writing software for Guitar Hero, retired from the CFO position at Microsoft, winning Emmy Awards for set designs, leading the nation in passing the national CPA exam on their first attempt, making dramatic discoveries in sciences to better our world, and working as key volunteers and civic leaders in their communities.

The UM Alumni Association has partnered with the UM Foundation to provide a level of public/private support that is unparalleled among its peers. The Association and Foundation provide key leadership on a national and international level in the advancement profession. One of the highest priorities of the campus is the capital campaign to build an Alumni Center.

Research

The University’s research program has grown rapidly in the past decade, with the indicator of outside funding growing to the level of $67 million in 2009. Much of that funded research growth has been in the biomedical research area, but the other sciences have contributed as have education, the social sciences and the many specialized research centers. Other strong indicators of both quality and quantity include 30 papers in the past five years published in the prestigious journals Science and Nature.

The University has had a total of seven National Science Foundation CAREER awardees, which recognizes both stellar research and education. One faculty member, Regents Professor of Ecology Steve Running, was a member of the Intergovernmental Panel on Climate Change that was co-awarded the 2007 Nobel Peace Prize. Technology transfer is an area of emphasis for the campus with the hiring of a new technology transfer director who brings tremendous new energy to the area. UM also will host the national Society of Environmental Journalists convention Oct. 13-17, 2010, which will bring about 1,000 reporters, editors, researchers and others to campus.

“Looking for a small town with sophistication? (Missoula) is the place to move if you want both big city amenities and out-and-out wilderness.” ~ MSN, Best Places for Outdoor Activities
Graduate programming has expanded in concert with research, with exciting new interdisciplinary programs in neuroscience and environmental toxicology as examples. The University is hosting the National Conference on Undergraduate Research for the second time, and more than 2,500 students from around the country will be on campus in April. In addition, the University is undergoing strategic planning in the areas of research and creative scholarship.

Economic Development
The operations and output of UM result in a larger, more prosperous and more populous economy. The additional earnings power of its graduates, the contributions of its research, patents and inventions, and the millions of dollars of business it conducts with Montana vendors of products and services extend its ultimate economic footprint to all corners of the state. Based on analysis of the interactions between UM and the state economy, UM’s Bureau of Business and Economic Research found that:

- 9,700 Montana jobs were created.
- $1 billion in after-tax income.
- $200 million in state tax revenues.
- $352 million in annual investment spending.
- Average compensation per job throughout Montana is $1,346 higher because of UM.

These impacts are net of tax revenues, tuition and other spending by Montanans in support of UM. The University has been, and continues to be, a vital catalyst for growth in the state economy.

History Of The University
UM was chartered in 1893 with the central purpose of providing the “best and most efficient manner of imparting … a liberal education and thorough knowledge of the different branches of literature, science and the arts.” Now, 117 years later, UM continues to be recognized as a leading state university dedicated to providing high quality undergraduate and graduate programs and experiences reflective of the importance of liberal arts and sciences. The institution’s mission is broad.

Under the Constitution of Montana, the Montana University System is governed by an autonomous Board of Regents that is appointed by the governor and administered by a commissioner of higher education. In 1994 the Montana University System was divided into two groups: UM, with its flagship campus in Missoula, and Montana State University, with its flagship campus in Bozeman.

Mission Statement
UM pursues academic excellence as indicated 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
Nearby Attractions
Rattlesnake Wilderness area: 5 miles
Montana Snowbowl Ski Area: 7 miles
Glacier National Park: 139 miles
Yellowstone National Park: 269 miles
There are 3.1 million acres of wilderness within a 100-mile radius of campus.

Missoula Student Statistics (fall 2009)
Headcount: 14,921
College of Technology: 2,105
Undergraduate: 10,967
Graduate: 1,849
In-state: 77%
Out-of-state: 23%
States represented: 50
Countries represented: 75
Entering average ACT: 23

Flagship Campus Employee Statistics
Full-time Employees: 1,956
Instructional Faculty: 548
Non-instructional Faculty: 38
Staff: 1,370

the liberal arts, graduate study and professional training with international and interdisciplinary emphases. Through its graduates, the University also seeks to educate competent and humane professionals and informed, ethical and engaged citizens of local and global communities. Through its programs and the activities of faculty, staff and students, UM provides basic and applied research, technology transfer, cultural outreach and service benefiting the local community, region, state, nation and world.

Mission Statement Online

Shared Governance
UM has a strong culture of shared governance, which involves planning and decision-making processes that include representatives of major constituencies on campus such as Faculty Senate, Staff Senate, and the Associated Students of UM. As a public University, a high priority is placed on transparency and accountability. The UM home page is a prime communications vehicle to inform the public of University operations, achievements and contributions.

University Budget
The UM-Missoula aggregate budget is about $362 million in fiscal year 2010. State appropriation and millage is $50 million, with $83 million in tuition and fees and $67 million in research expenditures. The remainder comes from a variety of sources that include designated and auxiliary activities, interest income and other activities. The combined general fund budgets of the affiliate campuses is $67.6 million.

Sustainability Efforts
One of UM’s priorities is to enhance campus infrastructure in a sustainable and efficient manner while retaining the heritage and natural beauty of the institution’s setting. This spring UM opened the doors of The Payne Family Native American Center. The $8.6 million, 30,000-square-foot building is the first in the Montana University System certified by the Leadership in Energy and Environmental Design (LEED) Green Building Rating System. The center is anticipated to receive the rank of LEED Gold – the second-highest designation. LEED certification was important for the building, as it reflects Native Americans’ respect for Mother Earth. All of UM’s future buildings will be required to attain at least a LEED Silver rating.

UM is committed to reducing its ecological footprint, with the goal of carbon neutrality by 2020. In 2002 President George Dennison signed the Talloires Declaration, which called for greater sustainability awareness on campus, and the same year a Sustainable Campus Committee advisory group was created. But it’s really been over the past four years that climate change action has exploded. In 2007 Dennison was one of the first 100 university presidents to sign the American College and University President’s Climate Commitment. Whereas the Talloires was a sort of general declaration, the 2007 commitment sets the stage for a commitment to concrete action. Under the commitment, UM created a Greenhouse Gas Inventory in 2008 to determine the current campus carbon footprint. Since then, students, faculty and staff have created several sustainability projects to directly and quickly begin reducing carbon emissions. This April UM released the final draft of its Climate Action Plan, an aggressive plan to make campus carbon neutral by 2020.

Employee Statistics
Full-time Employees: 1,956
Instructional Faculty: 548
Non-instructional Faculty: 38
Staff: 1,370

The University of Montana provides equal opportunity to all people for education, employment and participation in University activities without regard to race, color, religion, national origin, creed, sex in the uniformed services (as defined in state and federal law), veteran status, age, political ideas, marital or family status, physical or mental disability, or sexual orientation. Responsibility for effecting equal opportunity accrues to all University administrators, faculty and staff. This responsibility includes assurance that employment and admission decisions, personnel actions and administration of benefits to students and employees rests exclusively upon criteria that adhere to the principle of Equal Opportunity.

Flagship Campus