University of Montana Search Profile
REPORT FROM THE BOARD OF REGENTS OF THE MONTANA UNIVERSITY SYSTEM REGARDING THE APPOINTMENT OF A PRESIDENT OF THE UNIVERSITY OF MONTANA
The Board of Regents for the Montana University System seeks an innovative, inspirational and visionary leader to be the next president of the University of Montana. UM is a flagship public doctoral research institution devoted to strong liberal arts education, professional preparation, research and leadership in economic development. The University is recognized for attracting world-class faculty and staff who are active members of a thriving, progressive community in an unparalleled setting of rivers, mountains, wilderness and unsurpassed scenic outdoor opportunity. This special place has traditions such as producing 28 Rhodes Scholars, 17 Goldwater Scholars and 14 Truman Scholars.

The University was chartered in 1893. Today it presents tremendous opportunity for growth. The next president will find capable and collaborative efforts that have recently started to transform UM’s student recruitment and enrollment management strategies and prioritize academic programs for relevance and sustainability. Today’s enrollment is about 25 percent down from UM’s all-time high enrollment in 2011. The next president will have an extraordinary opportunity through his or her leadership to shape the future of a great university.

The successful candidate will be highly motivated to ensure this tremendous University masters the fusion of academic and administrative excellence. The president has broad executive powers and vision opportunity for this institution, which has approximately 12,000 students and 2,900 faculty and staff. Presidential responsibilities include executive-level leadership over the instructional, research, civic engagement, student life, intercollegiate athletic and community relations aspects of the institution.

The president reports to the Montana commissioner of higher education, who is the chief administrative officer of the Montana University System for the system’s governing Board of Regents. Direct reports to the president include vice presidents for academic affairs, administration and finance, research and creative scholarship, and enrollment and student affairs. Other direct reports to the president include senior-level administrators for integrated communications, information technology, legal affairs, audit, affirmative action, alumni relations, a prominent Asian studies center and intercollegiate athletics, in addition to the assistant to the president. UM also has administratively affiliated universities and two-year colleges in the western Montana communities of Butte, Dillon and Helena.

UM is poised to identify, prioritize and sustain an excellent array of high-quality educational program offerings that are of tremendous value to the people of Montana, surrounding region, nation and world. Montana is a state of rugged natural beauty, arts and culture, national parks, farms and ranches, wilderness, colorful cities and towns, great K-12 and higher education systems, and barely a million residents spread across 147,000 square miles. This is an inviting opportunity for the leader who wants to get to know a great share of the population of a welcoming western state and have an immediate personal impact on its educational opportunities, economy and cultural ways of life.
UM and its schools, colleges, departments and programs are routinely recognized as among the best. UM has been noted as one of the nation’s top institutions for undergraduate education and as a great buy in the Princeton Review. At the same time, UM has the largest graduate student enrollment in Montana (2,400 students) and a strong commitment to diverse, thriving graduate education. Missoula often is ranked among the best college towns in the United States.

- UM research brought in a record $87 million last year. UM and its world-class researchers are surrounded by a wonderful natural laboratory. Discovery is just out the back door. A former director of UM’s Wildlife Biology Program, Dan Pletscher, often said, “Other places read about it. We live in the middle of it.”

- Outside magazine agrees. The magazine rates UM among America’s 40 best colleges nationally for combining academic quality and outdoor recreation. The M Trail rising above campus is the busiest hiking trail in the state. The Rattlesnake National Recreation Area and Wilderness is five miles from campus. Rock Creek, one of the nation’s premier trout streams, is 20 minutes from campus. Montana Snowbowl ski resort overlooks Missoula.

- In 2016, UM’s successful Wildlife Biology Program earned the top spot in a national analysis of places to study wildlife. The program was ranked No. 1 in the U.S. and Canada by Academic Analytics. UM faculty members were compared to their peers in top programs in two countries based on publications, citations, research grants and notable awards. The program also has been recognized as one of three Programs of National Distinction at UM, along with creative writing and organismal biology.

- In 2016, UM’s Alexander Blewett III School of Law was chosen as one of the best-value law schools in the nation by The National Jurist. The law school’s 2016-17 negotiation team also placed second in the nation, and the school ranks among the top 20 nationally for placing students in prized federal clerkships. In addition, UM’s education college recently received its highest national accreditation review since becoming a founding member of the National Council for Accreditation of Teacher Education in 1954. UM’s pharmacy school is ranked in the top 25 nationally for garnering National Institutes of Health grants. UM’s creative writing and journalism programs also rank high nationally.

- UM’s strong international education programs are recognized worldwide. Featured programs such as the Mansfield Center, Confucius Institute, Central and Southwest Asian Studies Center, and more, are vital to UM’s role as a leading university in international relations. The University is deeply committed to growing opportunities for international students in Montana and opportunities for Montana students worldwide.

- The University’s students and alumni represent the institution well. UM journalism graduates have won nine Pulitzer Prizes. UM has produced 41 Udall scholars, more than any other school in the nation since the award’s inception in 1996. In addition, the University has produced 17 Goldwater Scholars and 14 Truman Scholars.

- UM’s students and alums serve the institution well in roles of civic engagement. During the 2013-14 academic year, 2,991 students engaged in volunteer service through student-group activities, AmeriCorps service and service-learning courses. In total, UM students spent 221,832 hours volunteering during the academic year. UM earned a place on the 2014 President’s Higher Education Community Service Honor Roll and a 2015 Community Engagement Classification. Additionally, the Peace Corps named Missoula the No. 1 metro area for producing volunteers per capita in 2016. Last year, UM was the No. 10 medium-sized university for producing Peace Corps volunteers, ranking on the top-25 list for the 12th time.
UNIVERSITY OF MONTANA
LOCATION: Missoula  FOUNDED: 1893
ENROLLMENT: 12,000
FACULTY AND STAFF: 2,900
SCHOOLS AND COLLEGES:
• College of Visual and Performing Arts
• College of Health Professions and Biomedical Sciences
• School of Business Administration
• College of Humanities and Sciences
• W.A. Franke College of Forestry and Conservation
• Phyllis J. Washington College of Education and Human Sciences
• School of Journalism
• Alexander Blewett III School of Law
• Davidson Honors College
• Missoula College
TEAM MASCOT: Grizzlies  ATHLETIC CONFERENCE: Big Sky
MEN’S TEAMS: basketball, cross country, football, tennis, track and field
WOMEN’S TEAMS: basketball, cross country, golf, soccer, softball, tennis, track and field, volleyball

“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

- The University’s Grizzly Athletics programs consistently bring academic and athletic distinction to campus. As of fall semester 2016, UM student athletes have logged an average cumulative GPA of 3.0 or above for almost 12 years and 23 straight semesters. The Grizzly football team won Football Championship Subdivision national titles in 1995 and 2001 and finished second in 1996, 2000, 2004, 2008 and 2009. In 2016 the Montana Grizzlies football team drew more fans per game than any other program in FCS football. The men’s basketball team has appeared in the NCAA tournament 10 times. The Lady Griz women’s basketball team has appeared in the NCAA tournament 20 times. UM also was ranked by Sports Illustrated On Campus magazine as one of the top 25 college sports towns – the only FCS 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.

- The Montana University System has adopted a performance funding model to augment the allocation methodology for distributing state appropriations to MUS campuses. The performance funding model is used to allocate state appropriations, which are about 8 percent of the total state appropriation to the MUS educational units.
Presidential Responsibilities

The president will lead UM in vital aspects of planning, development and implementation of successful educational and outreach service to students and the people of Montana. He or she will be a principal articulator of a compelling vision of public higher education for the state of Montana.

The new president will find UM is familiar with excellence and that the University possesses clear strengths. UM enjoys a venerable tradition and a deeply committed campus and extended community. The University is served by an experienced and energetic foundation.

UM and all institutions of the Montana University System operate in a state environment where there is increasing enthusiasm for public-private partnerships, with strong supporter expectations of efficiency and relevance in programs supported by public and private dollars. The successful candidate for president will be eager to lead educational programs through evolving circumstances and opportunities associated with enrollment-generated tuition revenue and state support tied to economic and governmental factors.

Montana relies on UM to provide employers with a talented workforce, communities with productively contributing citizens, and the economy with entrepreneurs and job creators.

UM’s next president will be responsible for:

• Working with the commissioner of higher education and Board of Regents to establish University goals and presidential priorities.
• Strengthening UM as a premier public research university, providing comprehensive, high-quality undergraduate programs and graduate programs of true distinction.
• Raising UM’s profile 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.
• Leading 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.
• Furthering the distinctive mission of UM as a comprehensive institution by fostering a culture of engagement and outreach by identifying strategic opportunities and developing partnerships in the larger communities of the state and region.
• Strengthening the University as an institution that offers 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.
• Fostering a professional educational environment that values faculty members committed to high-quality teaching and advising, as well as excellent research and creative artistry.
• Articulating, encouraging and supporting the University’s research and development efforts in an ever-more competitive environment by strengthening and expanding partnerships with federal and state agencies and departments, and with established and emerging businesses in Montana, the region and beyond.
• Growing UM’s enrollment of international students and scholars through strategic opportunities associated with the University’s existing international education programs. The president also will explore new opportunities for growing international enrollment consistent with UM’s role as a visible lead university in international relations.
• Building 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.
• Relating and effectively articulating the mission of the University to the rapidly changing needs of a state and region undergoing major demographic changes.

• Ensuring 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). The president will complement such efforts through significant, well-conceived and sustained fundraising efforts with the UM Foundation and the UM Office of Alumni Relations.

• Nurturing 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.

• Working effectively in an environment of shared governance.

• Providing 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.

• Positioning 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.

• Supporting and expanding the University’s commitment to and leadership in sustainability by example, research, dissemination and collaboration.

• Providing 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.

• Working 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.

• Working 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.

The University is in the process of updating its strategic plan. To learn more visit: www.umt.edu/strategy.
Qualifications and Characteristics Desired in a New President

The successful candidate should be committed to working within a system of higher education led by a Board of Regents and commissioner of higher education and should possess the following attributes:

- Success as an educator and scholar, along with an understanding of undergraduate and graduate teaching, research, learning, international education and technology.
- Appreciation for the role of professional education and economic development within a research university.
- Significant senior-level administrative and management experience.
- Financial literacy and track record of success in fiscal management, resource generation, budget allocation and fundraising.
- Deep knowledge of sound strategic planning and thoughtful, clear decision-making.
- Understanding of marketing and recruitment methods, retention and enrollment management.
- Proactive commitment to student-first, student-centered learning, student support and intercollegiate athletics.
- Experience and success in institutionalizing diversity in policies, procedures and practices.
- Ability to work effectively with colleagues on plans and policies of the Board of Regents, Office of the Commissioner of Higher Education and Montana University System.
- Desire to be the voice and champion of the University with all stakeholders, including the state Legislature, tribal leaders, business community, foundations, the statewide higher education and K-12 sectors and the state’s residents.
- Whereithal to empower, supervise, develop and attract outstanding leadership and administrative team members.
- Ability to engage the active and supportive UM Alumni Association.
- Excellent writing and speaking skills with ability to inspire and practice open, transparent communication.
- Earned doctorate/terminal degree from an accredited institution of higher education (preferred).

The new president must bring leadership characteristics that include being genuine, open and receptive to others; organizationally savvy and aware; bold and creative; and responsive and flexible. The candidate must be able to sort out and make complex decisions and manage diverse relationships. She or he will collaborate statewide on behalf of the University and the entire higher education sector.
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. To assure best consideration, applications should be received by July 21, 2017. The application should include a two to four-page letter of interest specifically addressing the applicant’s background in relationship to the attributes described; a current résumé (or curriculum vitae); and the names of at least five professional references with each person’s position, office or home address, email address and telephone numbers. References will not be contacted without prior authorization from the applicant. The new president may assume office in January 2018.

The president of the University of Montana reports to the commissioner of higher education for the Montana University System. The search is being assisted by James H. McCormick, AGB Search, jhm@agbsearch.com, 651-238-5188. Nominations and applications should be sent electronically (MS Word or PDF format) to umontanapresident@agbsearch.com. Additional information may be found at www.umt.edu.
THE SETTING
Missoula is a thriving and progressive community of 72,000 residents who make their home where five valleys converge. Set in an outdoor paradise of rolling mountains, scenic valleys and winding rivers, Missoula residents enjoy four distinct seasons, an energetic college-town vibe and unparalleled recreation opportunities.

Missoula’s vibrant downtown lies north of the Clark Fork River, which bisects the city. Residents and visitors flock there for its local restaurants and drinking establishments, eclectic retail stores and, in summer, its bustling Saturday outdoor market scene. As a regional shopping destination, Missoula is also home to Southgate Mall and large retail corridors on Reserve and Brooks streets.

Missoula also offers the state’s most sophisticated cultural and entertainment opportunities. Big-name and local music acts alike play Missoula’s varied concert venues while festivals, art galleries, public lectures and readings, sporting events and theatrical productions keep Missoulians busy every night of the week.

Overview of the University

MISSOULA HIGHLIGHTS
• Livability.com ranked Missoula as No. 8 on its 2015 list of best small to mid-sized cities in the U.S.
• Outside magazine named Missoula No. 9 in their 2014 article titled “The 16 Greatest Places to Live in America.”
• According to the 2015 Kauffman Index, Montana ranks as the state with the highest level of startup activity.
• In 2016, SmartAsset ranked Missoula No. 9 on its Least-Stressed Cities in America list.
• Fodor’s Travel ranked Missoula No. 2 among the nation’s best river towns in 2014.

View a Video About Missoula

ACADEMICS
UM offers a rich learning environment in an unmatched setting. The focus here is on the student and on discovery. The Northwest Commission on Colleges and Universities made its Evaluation Committee Visit in 2010. In 2014, UM completed its mid-cycle evaluation and its accreditation was reconfirmed. UM will hold its next comprehensive evaluation visit from the Northwest Commission of Colleges and Universities May 1-2, 2017.
The academic program is backed by excellent library and technology resources, a support system designed to help students thrive, a strong Residence 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 (humanities and sciences, education and human sciences, forestry and conservation, health professions and biomedical sciences, visual and performing arts, Davidson Honors College and Missoula College) and four schools (business administration, journalism, law, graduate), as well as extended and lifelong learning, the Mansfield Center 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 cycling teams and compete for national scholarly awards. They volunteer to serve food at the homeless shelter, rake leaves for the elderly, 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 UM students access Campus Recreation services or programs, which include intramural sports, fitness programs, skill classes, outdoor recreation excursions and equipment rentals. Many students also are active in service-learning and civic engagement. During the 2015-16 academic year, 3,214 UM students dedicated nearly 165,000 hours as service learners and volunteers.

Campus Recreation programs and services include an indoor climbing wall, multiple fitness classes, an outdoor program, golf course and pool. Students often gather in the University Center. The UC features an expansive indoor garden, a movie theater, The Bookstore at UM, a food court, a market, an art gallery and more.

UM offers the exciting opportunity to study abroad in one of more than 50 countries through three different UM-sponsored programs. UM students come from all 50 states and more than 70 countries. Of UM’s current student body, 6.8 percent identify as a veteran, 13.3 percent identify as having a disability and 5.4 percent identify as a Native American. UM is one of the most diverse campuses in Montana.

UM’s student body was composed of 45 percent men and 55 percent women in 2015. In addition, 72 percent of students were Montana residents and 28 percent were nonresidents (including Western Undergraduate Exchange students).

There are 550 Native students on campus, accounting for about 5 percent of the student body (the federal tally, which does not include “multiracial” students, is 3 percent). It’s a small share, but it’s high given that Native students make up less than 1 percent of undergraduates nationwide. And when it comes to recruiting and serving Native students, UM is ahead of most of its peers. Each fall UM visits every reservation-based high school and tribal college in the state to talk about enrolling in – or transferring to – the University. When Native students arrive on campus, they are provided with mentors, cultural activities and a distinct gathering place – the Native American Center, a 12-sided structure that faces the Oval on the site of a historic Salish encampment. To introduce students to the broader campus community, the center hosts “Soup Wednesday” events in the rotunda, offering a free meal to any student who shows up. The president and the deans take turns serving the soup. The aim of the bi-weekly event is to “break down walls.”

Of UM’s incoming freshmen in 2016, nearly 17 percent graduated in the top 10 percent of their class. The average grade-point average of incoming freshman was 3.31, 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 formed in 1901, just three years after the University graduated its first students. Today, University alumni number more than 100,000 worldwide, with 48 percent 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 goal has been to better the University through broad-based alumni engagement, keeping former students connected to each other and to campus by sharing their experiences and support with the University. The University has a very loyal alumni base that truly enjoys returning annually for Homecoming.

UM graduates go on to change the world. The honorable Mike Mansfield was both a student and professor before embarking on a career in politics as the longest-serving U.S. Senate majority leader and ambassador to Japan. Philanthropist Whitney Williams helps people, foundations and corporations give their money and use their influence to bring about real change in the U.S. and some of the most impoverished areas around the globe. Geologist John Grotzinger helped determine that Mars could support life as chief scientist of the NASA rover Curiosity. Actor J.K. Simmons took home an Academy Award in 2016 for his role in “Whiplash,” inspiring millions of people to “call their mom and dad” during his acceptance speech. Internet entrepreneurs Hank Green and Emily Graslie pique curiosity in the millions of people who subscribe to their educational YouTube channels.

RESEARCH
Research is rocking at UM, where for the second year in a row the University set a record for external funding.

UM brought in $87 million in funding during the 2016 fiscal year to support homegrown Montana research, entrepreneurship and statewide outreach, exceeding last year’s record total of $83 million.

University faculty members and staff reached the record through 684 submitted proposals, which was almost 10 percent more than the previous year.

In addition to the impact that research has on societal issues, the increased funding drives the overall UM ranking and the amount of performance funding the University receives from the state. These metrics indicate that UM continues on a path to become one of the nation’s top-tier research universities – a Carnegie Foundation Research Very High Activity University.

UM recently created the Broader Impacts Group. BIG harnesses the University’s research and creative scholarship to educate and inspire the state – especially its next generation – through nationally award-winning efforts like the spectrUM Discovery Area, We Are Montana in the Classroom, the Space Program Outreach Team, BOREALIS and innovateUM. In its inaugural year, BIG served more than 70,000 Montanans and received just over $2.4 million in new funds.

Our students get to work in amazing labs and learn from great researchers, who also regularly inspire budding Montana scientists through dynamic K-12 outreach programs. At the same time, this activity spurs entrepreneurship and attracts new companies to power our economy.

DEGREES AWARDED (July 1, 2015-June 30, 2016)
TOTAL AWARDED: 3,002
CERTIFICATES: 116
ASSOCIATE DEGREES: 352
BACHELOR’S DEGREES: 1,685
POSTBACHELOR’S CERTIFICATES: 28
MASTER’S DEGREES: 427
SPECIALIST (POST-MASTER’S) CERTIFICATES: 24
DOCTORATES - RESEARCH/SCHOLARSHIP: 66
DOCTORATES - PROFESSIONAL PRACTICE: 304

11 UNIVERSITY OF MONTANA PRESIDENTIAL SEARCH PROSPECTUS
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, 124 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
The University of Montana-Missoula 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.
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 FY 2017 aggregate budget is about $423 million. State appropriation and millage is $65 million, with $87 million in tuition and fees and $107 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 $65.3 million.

SUSTAINABILITY EFFORTS
UM has demonstrated its commitment to sustainability in its operations, research, academics and campus culture and seeks presidential leadership that will support this work. Our campus is home to one of the nation’s first Climate Change Studies programs, as well as certificates in Sustainable Business Accounting and Natural Resources Conflict Resolution, an Environmental Studies department and Community Health program. The Payne Family Native American Center and the Harold & Priscilla Gilkey Building are two of four LEED certified green buildings on campus. Other sustainability highlights include: microsolar arrays on rooftops, aquaponics systems, native landscaping and two campus gardens that provide food for campus consumers. Part of UM’s vision is to create a beautiful campus that embodies sustainability principles and provides a living lab for students.

UM is committed to reducing its ecological footprint, with the goal of carbon neutrality by 2020. In 2007, former UM President George Dennison signed the American College and University Presidents’ Climate Commitment, committing UM to concrete emissions reduction goals and formalizing our climate action strategies. Broad campus and community support produced a data-driven Climate Action Plan in 2010 and UM achieved a 10 percent emissions reduction below baseline levels in 2015. Students, faculty and staff across campus have been deeply involved in making campus more efficient and more resilient. In 2016, UM’s student-run transportation department purchased two all-electric buses, making UM the first campus in the U.S. to add fast-charging, electric buses to its fleet. While carbon neutrality by 2020 is an aggressive and lofty goal, it has served the purpose of driving UM to invest in energy conservation and a campus culture that embraces sustainability.