

From: [President Seth Bodnar](#)
To: CampusCommunications@umontana.edu
Subject: Aligning Efforts Around Student Success and Recruitment
Date: Monday, March 19, 2018 10:52:04 AM

Dear Campus Community,

In my January presentations to campus, I named several areas of institutional focus for the months ahead. We began with the need to better align our academic programs and with the imperative that we identify our key areas of excellence grounded in a distinctive mission. That work is well underway with the UPC. At the same time, we must focus our efforts on recruiting new students and supporting the persistence of our current students. We must invest substantial time, resources, and effort in telling our story to more effectively communicate the value of a UM education, and we must ensure that we support the success of our students. All of these efforts require careful institutional planning.

The most pressing concern facing our university centers on enrollment: we must effectively recruit new students, including transfer and international students, and successfully enroll those who have indicated interest in attending UM. Companion to that work is effective enrollment communications, outreach and marketing, an area where UM has lagged behind peers. Recent external assessments have highlighted UM's critical communication needs related to admissions.

After a thorough assessment, I am prepared to begin reorganizing the University's administrative structure to encourage a greater emphasis on our enrollment and student success needs. I will restructure the current Enrollment and Student Affairs sector, bringing together central communications, admissions, and financial aid functions to better integrate and sharpen UM's enrollment communications work. Soon I will finalize a role description and launch a search for a vice president of that sector, as well as for the role of associate vice president of admissions and financial aid. The vice president of this reconfigured sector will bring expertise in communications to our leadership team and will oversee our critical enrollment work. I expect those in this sector to closely align efforts as we continue to enhance our enrollment marketing strategies. For the next few months, Vice President Tom Crady will serve as an adviser to me as we work to make these changes.

This reorganization also will allow for a more integrated focus on student success. The student experience extends beyond academics. We support the success of our students not only in the classroom but also in the residence halls, through campus recreation, and in every aspect of student life. We therefore must work in integrated ways to support our students' holistic experience here at UM. To this end, we will move Student Affairs to report to our new Executive Vice President and Provost. This will allow for a more integrated approach to promoting student success across academic affairs and student affairs.

More details on this restructuring will be developed over the course of the next few months. Through this transition and on an interim basis, Amy Capolupo, Director of Disability Services for Students, will lead Student Affairs and provide representation on the Cabinet. She will work closely with Nathan Lindsay, Associate Provost for Dynamic Learning, and Brian French, Executive Director of the Office for Student Success, to best align these efforts. Also in the interim, Paula Short, Director of Communications, will lead Integrated Communications to include Admissions and Financial Aid. This will maintain continuity of operations through

the transition and will ensure each area has a voice on the leadership team.

We have much to do as we move forward. The goals are clear: a more impactful approach to recruiting and admissions, and a supportive and successful experience for all students once they arrive on campus. I want to thank the hard-working teams at the heart of these efforts, and I believe this reorganization will better support them in their work.

Moving forward, I will provide additional updates on the reorganization and the search for the Vice President for Communications, Outreach and Enrollment.

Seth

This message was sent by the Office of the President to all University of Montana students and employees.