

DIVISION OF STUDENT AFFAIRS STRATEGIC PLAN 2004 – 2009



Submitted by

TERESA S. BRANCH
Vice President for Student Affairs

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Section One.

Division of Student Affairs Mission Statement

Our mission is to facilitate student learning by providing high quality programs, services, and developmental opportunities, while fostering an inclusive campus community in support of the educational mission of The University of Montana.

Planning Assumptions

- 1. Quality**
Student Affairs offers high quality programs that prepare students to understand and address the needs of society.
- 2. Collaboration**
Student Affairs collaborates with faculty, staff, and students to offer educational programs and services that increase understanding of issues of mutual concern.
- 3. Fiscal Responsibility**
Student Affairs must continue to prepare for a future in which less funding may be available for new programs and services.
- 4. Diversity**
Student Affairs strives to create an environment that is a “welcoming” community to all and one that is student-centered.
- 5. Technology**
Student Affairs strives to keep pace with technological advances in order to enhance service delivery.
- 6. Innovation**
Student Affairs will encourage and reward innovative thinking that improves the substance and delivery of programs and services.

Section Two.

Goals and Objectives

1. Recruitment
2. Enhance Student Learning
3. Retention and Graduation
4. Continuous Improvement in Service Delivery
5. Maximize Visibility of Student Affairs and Its Programs
6. Recruitment, Retention and Training of Quality Staff
7. Generate and Retain Critical Funds

Recruitment



RECRUITMENT

A record total of 3075 prospective incoming freshmen, with an average GPA of 3.21, were accepted to the University in Fall 2003. However, recruitment is becoming ever more competitive, requiring more effective and creative approaches and tools. It is critically important to the continued viability of The University of Montana that we enhance student recruitment, at both undergraduate and graduate levels, in order to reach annual enrollment targets, attract high achieving students—especially non-residents, students of color and international students—and provide access and opportunities to students who are qualified but disadvantaged. To maintain and improve upon the success of our strategic recruitment efforts, we have established the following recruitment goals:

Focus efforts on non-residents.

Recent long-range modeling has shown that non-resident enrollment is the single most critical factor in the financial viability of The University. Consequently, new strategies are needed, including several already in implementation for the Fall 2004 recruitment cycle:

- Increase outreach and travel to target market areas;
- Focus recruitment efforts on those prospects most likely to attend and succeed; and
- Expand early outreach, targeting sophomore and junior high school students.

Encourage the collaborative involvement of faculty.

Current market research demonstrates conclusively that faculty involvement in recruitment is critical to success. Particularly in light of the desire to continue to improve the academic profile of incoming students, faculty involvement is key to our ability to attract these students. Therefore, we must develop:

- A comprehensive program for faculty involvement in recruiting, including incentives and rewards, by facilitating a collaborative faculty role, including travel, communication with prospective students, and involvement in orientation;
- Working relationships with academic departments, including
 - Collaboratively developing recruitment strategies,
 - Identifying a faculty liaison in Enrollment Services, and
 - Requesting academic departments to name a recruitment coordinator (faculty);
- Faculty tool kits, including
 - A handbook with suggested approaches,
 - Training sessions, as requested, and
 - Marketing and recruitment materials; and
- Assessment tools to ensure continuous improvement in meeting this goal.

Enhance student involvement in recruitment.

The University of Montana has been nationally recognized as a pioneer in involving students in recruitment. Since 1969, the UM Advocates have been assisting The University's recruitment efforts. The seventy-five member Advocates group, in which we have invested training and resources, now serves as a potential model for broader-based efforts. We must involve more student groups in recruitment to reach a wider and more diverse applicant base and supplement our limited recruitment workforce. To meet this goal, we will:

- Expand "New Year's Blitz," a program developed to send currently enrolled students back to their hometown high schools to recruit;
- Enhance the student referral program; and
- Continue and expand the use of student focus groups, including
 - Continuing to solicit input on publications, and
 - Establishing focus groups on recruitment strategy.

Promote involvement of campus staff in recruitment.

From time to time, staff members have volunteered to participate in recruitment activity. Their success has encouraged us to further expand and facilitate their efforts. Therefore, we will:

- Develop a staff tool kit for recruitment, including
 - A handbook with suggested approaches,
 - Training sessions, as requested, and
 - Marketing and recruitment materials;
- Encourage recruitment-related merit/map goals; and
- Initiate a staff recognition program for exemplary efforts related to recruitment.

Expand and improve tuition assistance and scholarships.

In the current climate of competition for students, the availability of tuition assistance and scholarship funds is a very significant factor. As the cost of attendance increases at record rates while growth in family income remains stagnant, students are in critical need of additional gift aid in order to afford higher education. This is particularly true for out-of-state students. We must expand assistance from public and private sources to enhance competitive recruitment of qualified students, and we must consider cost of education and student need, enrollment characteristics and scholastic achievement. We will utilize every appropriate tool at our disposal, including:

- *The Leadership and Service Award* for non-resident students who are academically qualified with a solid portfolio of service and activity;
- *The Montana Legacy Award* for qualified children of alumni;
- *The Cal Murphy Scholarship* for meritorious non-resident students;
- *WUE Scholarships* from the Western Undergraduate Exchange program; and

- Other financial aid strategies, including foundation and other sources of gift aid to enhance strategic use of limited funds to maximize enrollment.

Implement an effective minority recruitment program.

Enhancing the diversity of the student population has long been a goal at The University of Montana. However, aside from the difficulties that colleges and universities across the country encounter, The University of Montana has an added challenge in that minorities have never been a significant part of the state's population. With the notable exception of Native Americans, The University of Montana has enjoyed little success in minority recruitment. In order to overcome significant historical, geographical, and cultural barriers to diversity in Montana, we have to make tangible, consistent efforts to reach out to people of color in other regions of the United States, as well as internationally. To meet this goal, we will:

- Establish a campus-wide diversity task force of students, faculty and staff;
- Partner with third party organizations, such as "Reach for Tomorrow," to host summer programs, and implement a summer minority fellows program for high school juniors and seniors;
- Develop a multi-faceted approach to international outreach and travel;
- Research and develop strategies to overcome historical barriers; and
- Accelerate outreach to on-campus minority students, including encouraging participation in the UM Advocates program, so they in turn can enhance recruitment of minority students.

Expand recruiting capabilities with new tools and resources.

An effective recruiting effort is dependant upon solid research, effective communication, and efficient responses to inquiries. To that end, we must:

- Implement a transfer evaluation system that is compatible with recruitment efforts and able to provide timely feedback to prospective transfer students;
- Increase travel budgets and enhance mobile technology for recruiters;
- Purchase and implement document imaging capability; and
- Translate information for parents in international recruiting materials.

Expand recruiting capabilities with broader and more effective collaboration.

To be successful in the current climate, recruitment must become the priority of the entire University and must be a shared responsibility, grounded in an integrated set of complementary efforts and methods, with the Missoula community and the State of Montana. To attain this most critical goal, we must:

- Develop integrated enrollment management and marketing plans specifically tied to the goals of The University of Montana System;
- Partner across all units in Student Affairs, especially Residence Life, to provide new student events, activities and services during the opening of the school year;

- Partner with the Davidson Honors College to inform prospective students about academic enrichment opportunities;
- Enhance national and international visibility; and
- Partner with community organizations and participate in statewide leadership and economic development groups.

Enhance Student Learning



ENHANCE STUDENT LEARNING

To promote effective student development and growth, the higher education experience should include both classroom instruction and experiential learning. Partnering with academics as well as potential employers and other external constituencies, Student Affairs must provide learning opportunities outside the classroom, addressing the needs of a diversified student population with respect to ethnic composition, age and disabilities (to promote awareness and appreciation of differences). Therefore, we have established the following strategic goals:

Create and promote opportunities for student learning in all campus units and in the community.

To meet this goal, Student Affairs will initiate strategies to:

- Create opportunities for student employment;
- Promote and encourage student participation in governance and committees;
- Creatively involve students in event planning and program development;
- Encourage commitment to community service;
- Collaborate with Academic Affairs to provide opportunities for experiential learning in credit-earning activities and assistantships;
- Continue to enhance leadership development programs; and
- Foster cross-cultural learning.

Recognize student and program achievement.

The University must provide mechanisms to recognize the achievements of students and the efforts of staff that enable and enhance student learning opportunities. To reach this goal, we will:

- Develop and implement a co-curricular portfolio;
- Continue to promote the Student Employee-of-the-Year Award;
- Recognize student achievement at a campus-wide awards ceremony;
- Implement a recognition program for employees and campus units that provide outstanding opportunities for student learning;
- At graduation, recognize student achievement outside the classroom; and
- Develop scholarships based on service and leadership, as well as academic achievement.

Seek and promote greater collaboration with academics in enhancing student learning.

A campus-wide partnership—particularly between Student Affairs and Academic Affairs—is needed to maximize the effectiveness of student learning programs. To this end, we will:

- Establish a joint Student Affairs and Academic Affairs task force to better utilize resources and improve collaboration and student learning;

- Utilize the living/learning environment within Residence Life to further develop and grow the Freshman Year Experience, including
 - Offering classes within Residence Life,
 - Encouraging faculty to promote research opportunities with student groups in Residence Life, and
 - Developing “theme living groups” (e.g., ROTC, wellness, learning communities); and
- Expand and increase awareness of programs that help students develop critical life skills and achieve their academic potential, including
 - Making healthy lifestyle choices,
 - Ethical behavior, and
 - Self-management and personal coping skills, interpersonal skills, team skills and leadership development; and
- Promote service learning by
 - Expanding opportunities for academic credit for work experiences,
 - Creating academic practica in Student Affairs for students interested in careers in higher education administration and college student personnel, and
 - Increasing post-graduate internships and fellowships.

Develop effective documentation of learning objectives for programs within Student Affairs.

It is critical to ensure consistent quality and relevance of learning programs offered. Therefore, we will:

- Identify learning objectives within each unit, and create a tool to assess achievement; and
- Recognize achievement of learning objectives.

Enhance programs with Montana employers to create and expand career opportunities.

Growing career opportunities in Montana for University graduates will increase the value of a University of Montana education and help improve retention and graduation rates, as well as improve the Montana economy. In order to maximize effective and rewarding placement of University graduates, we will:

- Enhance collaboration with Internship Services on the identification and development of employers for student employment, internships and career opportunities;
- Educate potential employers as to the value of University students and graduates;
- Propose state tax credits for employers hiring Montana graduates; and
- Implement a high visibility marketing program, e.g. “Made in Montana.”

Work with Academic Affairs to tie academic learning and internship experiences to career development.

One of the most effective ways to motivate students toward academic achievement is to instill in them a paradigm that clearly correlates academic goals with career goals. Student Affairs will partner with academic colleagues to:

- Recommend incorporation of a career advising module in academic advising;
- Host an academic major/career exploration fair; and
- Co-develop a certificate program, with integrated modules involving academic course work, leadership skills training, and internship experiences, to be completed throughout the course of a student's educational experience.

Retention and Graduation



RETENTION AND GRADUATION

Retention and graduation are key components to the continued success and enhanced academic reputation as well as the fiscal viability of The University of Montana. In the past, these factors have been viewed on this campus as primarily the responsibility of the academic sector. Today, Student Affairs recognizes enrollment management as a campus-wide mission that is critical to institutional survival and success. Enrollment management is a continuous process that includes recruitment, retention and graduation. To that end, Student Affairs will strategically pursue the following goals:

Facilitate student progression and retention by removing barriers to student success.

Persistence to graduation and improved retention are hampered by lack of a coordinated, campus-wide approach. This approach would identify and remove barriers, promote student engagement, and improve the learning environment and the utilization of resources, including both classroom and out-of-classroom experiences. To improve retention, we must:

- Encourage campus dialogue and initiatives supporting a broader array of scheduling opportunities, including evening and weekend classes;
- Strive to enhance the student-centered service paradigm within Student Affairs and support collaborative efforts with faculty to grow a campus-wide student service culture, with consideration to cultural differences across the student population;
- Make student service resources more visible and easily accessed; and
- In collaboration with Academic Affairs, Administration & Finance, and ASUM, establish a “Student Bill of Rights” designed to ensure for all UM students—regardless of special needs, race, sex, ethnicity, marital status, religion, political affiliation, sexual orientation, age, or disability—the opportunity to be successful in higher education.

Implement effective campus-wide collaborative mentoring and advising programs.

Mentoring and advising, both critical to retention and graduation, should involve all divisions, programs, and faculty and staff of The University. Student Affairs will work collaboratively with other sectors to:

- Establish an effective early warning system to identify at-risk students and enhance their chances of success;
- Provide resources and recognition (facilities, tools, administrative support, and rewards) to promote effective and proactive mentoring, as well as formal advising;

- Encourage faculty involvement in student life outside the classroom through student engagement activities such as Living/Learning programs in campus-based housing;
- Encourage the University to move toward a university-wide, staff-based model of advising and mentoring to complement the academic advising performed by faculty;
- Acknowledge and accommodate the potentially diverse needs of a diverse student population (students of color, international students, disabled students and students on probation) which may impact the effectiveness of interventions; and
- Collaboratively work with students in formulating career goals, linking the relevance of academic programs with potential employment.

Make the University a welcoming but challenging place of continuous engagement for students.

Students actively engaged in learning both in and outside the classroom are much more likely to persist and progress to graduation. Research confirms these factors are at least as important as academic preparedness in predicting success. For new students, early engagement (within the first weeks) is critical for retention.

- Utilize a freshman year experience program to actualize freshman preferences and needs;
- Tailor interactions to address the needs of individuals within a diverse student population;
- Find a more effective means of communication to inform and influence students, including the appropriate use of technology;
- Implement programs to enhance the learning culture of challenge and involvement;
- Encourage participation in service-oriented clubs and organizations;
- Work collaboratively with Academic Affairs to offer a “UM 101” college survival seminar;
- Encourage the expansion of living/learning opportunities;
- Promote culturally specific support and awareness groups;
- Structure orientation to be an ongoing process that promotes student involvement in Student Employment, Recreational Sports, Residence Life and other Student Affairs programs;
- Offer scholarships with the expectation of involvement in community service; and
- Offer internships and job-shadowing, as well as other employment/learning opportunities in Student Affairs departments.

Continuous Improvement in Service Delivery



CONTINUOUS IMPROVEMENT IN SERVICE DELIVERY

Continuous improvement is essential to any service delivery organization and especially critical to Student Affairs. Our customers must be “won” by what we do now, as opposed to our past successes. One-third of our customer base is new each year and the competition to attract and retain these student customers is increasingly intense. With the higher cost of education, students and parents are more actively demanding quality services and programs. Therefore, we have established the following strategic goals:

Implement a Student Service Delivery Forum.

A regularly scheduled forum of service delivery representatives and students will ensure collaboration and effective communication between these groups. Forum members will help facilitate a thorough assessment of ongoing programs and services and evaluate proposed new offerings. The forum will also serve as an incubator—a means of generating creative and effective ideas for better service delivery—ensuring that student support services consistently meet or exceed student needs and improve their opportunities for success. The forum will promote a seamless, no hassle, best practices approach to student services, and should include representatives of the following:

- Students;
- Enrollment Services (Admissions, Orientation, and Financial Aid);
- Griz Central (New Student Services, Student Accounts, Registrar);
- University Center;
- Health Services;
- Residence Life;
- Griz Card;
- Dining Services;
- Bookstore;
- University College;
- Career Services; and
- Public Safety.

Use technology to improve effectiveness and efficiency without sacrificing “human touch.”

Students and prospective students are sophisticated consumers, and they utilize and expect comprehensive and effective technological tools in making their choices. In order to continue to compete for their loyal patronage, we must:

- Promote effective use of the website as a means of transacting business;

- Conduct a service audit across all Student Affairs departments to determine what services can be provided online, and develop an implementation strategy; and
- Continually seek service-driven innovation that is both high-tech and high “touch.”

Implement a “How Did We Do?” program.

Student Affairs will develop a program where service representatives contact a sample of customers within a day or so of service delivery, allowing us to:

- Proactively follow-up with customer contacts;
- Assess students’ satisfaction with services they received; and
- Proactively respond to suggestions for immediate service improvement.

Link the outcome assessment program with strategic development.

In an effort to continually improve our effectiveness in service delivery and relevance to student success, it is important to implement an assessment methodology for Student Affairs and its component units. It is critical to utilize good business practices and operating efficiencies in existing units to maintain the affordability and competitiveness of The University. To meet this goal, we will:

- Tie assessment to planning and resource allocation to ensure availability of critical resources for desired service delivery;
- Develop and implement coordinated, responsive and data-driven strategies;
- Develop internal and external assessment strategies to continuously collect, compile, and analyze objective data on outcomes, service adequacy, quality and satisfaction with service delivery, and evaluate operational efficiencies and effectiveness by utilizing:
 - Student satisfaction surveys,
 - Advisory panels where appropriate,
 - Analysis of utilization data,
 - Customer interviews and/or focus groups, and
 - Analysis of benchmark data; and
- Develop positive recognition programs for units or individuals who improve efficiency and effectiveness.

Seek professional certification and accreditation of Student Affairs units.

Certification or accreditation in any profession ensures compliance with appropriate professional standards of quality, ethics, service levels, and facilities.

Implementation of these standards in Student Affairs would yield the additional benefit of credibility and accountability to our students, the taxpayers, and other stakeholders. Therefore, Student Affairs will:

- Implement a periodic accreditation review of mission-critical unit operations, consistent with existing professional certification standards;
- Implement a comprehensive external review process (augmented by a self-study for Student Affairs units), whereby each unit that is not accredited will be reviewed every 5-7 years by a team of reviewers external to the institution to be selected by the administrator of the unit in consultation with the Vice President for Student Affairs; and
- Work within professional associations to facilitate the development of certification standards where they do not currently exist.

Encourage and facilitate ongoing professional development.

Professional development of staff facilitates quality service delivery by providing the opportunity for continuous acquisition of new skills and ideas. In addition, employees build a professional network of colleagues who can act as resources when needed. To achieve these outcomes, Student Affairs will:

- Encourage active participation in local, regional, and national professional organizations;
- Encourage and provide resources for training and continuing education; and
- Implement 1-2 training sessions each year for Student Affairs leadership in collaboration with General Counsel that address issues pertinent to Student Affairs involving legal liabilities and risk management.

Explore opportunities to co-venture professional development.

Utilizing the skills and professional network of Student Affairs staff, we must identify opportunities to create and deliver continuing education offerings for student services professionals and other relevant target audiences. These collaborative efforts can enhance the skills of professional staff, expand our network of professional contacts, provide cost-effective opportunities for public service, and serve as an entrepreneurial opportunity for revenue generation. Therefore, Student Affairs will:

- Explore collaborative opportunities with UM Continuing Education;
- Provide workshops, seminars, and conferences for Montana University System and state and regional student services professionals;
- Host conferences for national professional associations; and
- Co-venture student-related professional education for community groups, such as K-12 professionals, employer groups, trade associations, and civic organizations.

Maximize Visibility of Student Affairs and Its Programs



MAXIMIZE VISIBILITY OF STUDENT AFFAIRS AND ITS PROGRAMS

For The University of Montana to be successful in its mission, Student Affairs programs must contribute to the student's experience, the learning environment, and campus life. For these contributions to be effective, students must be aware of the quality and array of services and activities available to them, and the campus as a whole must acknowledge and support these efforts. Therefore, we have established the following strategic goals:

Develop a division-wide marketing program.

An effective marketing program for Student Affairs must target current and prospective students, as well as our faculty and staff colleagues, increasing their awareness and utilization of the array of products and services available to enhance campus life. To develop a division-wide marketing program we will establish a committee of individuals both internal and external to Student Affairs. This program aims to increase the perceived value of The University of Montana and includes initiatives to:

- Develop an effective marketing plan;
- Coordinate marketing efforts across units in Student Affairs;
- Develop standardized logos and media for Student Affairs;
- Expand web-based marketing;
- Market student-related services in the local community, where appropriate; and
- Establish a "traveling poster" show, including a table banner to be used for fairs, promoting Student Affairs and featuring
 - Programs and units represented within the division,
 - An effective brochure, as well as newsletters published by Student Affairs units, and
 - Careers in Student Affairs, including staff and student positions.

Design and develop a public relations program.

In addition to marketing, it is critical that we implement a consistent and coordinated public relations effort in order to enhance positive perceptions of Student Affairs services and events. To achieve this goal, we will:

- Coordinate public relations efforts through the Vice President's office;
- Ensure that all newsworthy events (positive and negative) are reported in a timely manner;
- Establish an effective methodology for working with University Relations, to ensure that information dissemination is comprehensive and timely;
- Develop a campus-wide calendar of student and academic activities; and

- Increase outreach to academic units to expand awareness of Student Affairs programs and services that advance university goals and institutional priorities.

Implement collaborative programs.

Collaborative efforts, in which all Student Affairs operations interact with the University community campus-wide, yield a multiplier effect in efficiency and productivity. Collaborations can increase visibility of the contributions of Student Affairs programs and strengthen the credibility of Student Affairs staff and services. Therefore, we will:

- Teach special interest classes, where appropriate;
- Provide internships and graduate assistantships;
- Provide on-site experiential learning opportunities that assist in the academic mission of The University;
- Implement a “Take A Campus Colleague To Lunch” Program;
- Establish an intramural grant program for faculty research relevant to student services;
- Work with faculty to exploit research opportunities within Student Affairs programs; and
- Identify faculty with research or assessment skills to serve in an advisory capacity to the Student Affairs Assessment Team.

Recruitment, Retention and Training of Quality Staff



RECRUITMENT, RETENTION AND TRAINING OF QUALITY STAFF

Quality staff is the nervous system of the institution and critical to the activities of Student Affairs. To maintain student services at an optimum level, we must recruit, train, and retain exceptional people. Failure to appropriately address this critical need diminishes our ability to deliver services at a time when our success is critical to University enrollment. Therefore, we have established the following strategic goals:

Restore appropriate salaries and benefits for all employees.

Although other incentives are important, the most basic needs of employees are competitive salary and benefits. Over the past decade, salaries of University employees have consistently lagged both regional and national salaries as well as increased costs of living. This situation not only impedes our ability to recruit and retain employees but also lowers morale. In fact, a significant portion of our employees now must maintain a second job, and some are even eligible for public assistance. The national crisis in health care costs exacerbates the situation. The rapid escalation of health care costs threatens the employer's ability to provide salary increases and lowers employee take-home pay. To achieve this critical goal, we must:

- Improve salaries;
- Provide comprehensive benefits, including
 - Health care (assistance with employee costs), and
 - Innovative "Quality of Life" benefits.

Improve professional development opportunities.

Professional development opportunities positively impact retention and morale in the absence of competitive salaries. While the temptation is to reduce funding for employee training and development in times of fiscal scarcity, enhanced skills and performance of our workforce provide an effective return on investment. Student Affairs proposes to emphasize:

- Education and training (night/weekend programs);
- The importance of mentoring, professional challenge, and recognition;
- Effective employee/manager planning (MAP);
- Continued utilization and enhancement of career development opportunities, including
 - Career ladders, strategic pay, and lump sum bonuses,
 - Continuing education, and
 - Local, regional, and national workshops and seminars;
- "Grow our own" strategies, such as
 - A program on "Careers in Student Affairs and Higher Education," and

- Graduate assistantships in Student Affairs units.

Improve institutional communication with employees to enhance satisfaction.

Fiscal resources are scarce, and our ability to provide adequate benefits is limited. It is critical that we effectively communicate with employees so that we understand employee needs and preferences, and so that employees are aware of the array of benefits The University provides. To this end, we will:

- Provide a comprehensive and informative presentation of employee rights, privileges, and benefits at orientation;
- Have Student Affairs representation on committees that recommend, negotiate, or set benefits;
- Hold periodic “town meetings” to encourage dialogue on issues concerning employees; and
- Develop a culture that listens to and values the opinions of all employees, not only those in management positions.

Make diversity in Student Affairs a reality.

The division of Student Affairs is committed to the University’s stated diversity goals. Therefore, to make tangible and concerted efforts to recruit and retain a diverse workforce, we must:

- Allocate specific resources to national search efforts aimed at increasing the diversity of the workforce, keeping historical and geographical difficulties in mind; and
- Ensure that the campus is an open and welcoming community, through education, training, and cultural event programming.

Improve tools and physical resources

One of the critical investments needed to retain and maximize the effectiveness of employees is the provision of up-to-date technology and equipment in a healthy and safe working environment. Therefore, Student Affairs will propose that the University:

- Commit resources and planning to ensure that computer software and hardware tools remain useful, efficient, and integrated;
- Develop and implement a comprehensive, consistent, campus-wide training program to ensure that all employees have adequate knowledge to utilize the available tools to perform their job duties; and
- Establish minimum standards for safe, productive workspace, and commit resources to retrofit or replace furniture and fixtures over time to meet these standards.

Generate and Retain Critical Funds



GENERATE AND RETAIN CRITICAL FUNDS

Student Affairs must generate sufficient revenue and control expenses in order to retain appropriate fund balances. These balances renew, replace, and maintain facilities and capital equipment as needed and provide seed money for new programs and/or facilities. The new programs and facilities not only provide additional revenue streams but also respond to changing consumer needs and preferences. Additionally, Student Affairs must maintain necessary funds to respond to contingencies from within the Division and the University as a whole. Therefore, we have established the following strategic goals:

Continually evaluate and document Student Affairs programmatic and capital requirements.

In order to maintain desired service levels and revenue streams, Student Affairs must maintain an appropriate infrastructure. Capital funds support programs, facilities, fixed assets and other equipment tied directly to mission and revenue generation. Failure to maintain appropriate funding to meet these requirements jeopardizes mission-critical student services, potentially impacting The University of Montana's reputation, recruitment, retention and overall enrollment. To avoid this pitfall, we must:

- Ensure continuous assessment of all Student Affairs programs by
 - Establishing a division-wide assessment program, utilizing resources and expertise drawn from within each unit,
 - Combining assessment strategies and tools to maximize resources and minimize over-saturation, and
 - Tying resource allocation and program renewal directly to assessment;
- Enhance the current capital allocation process to include a long-range capital plan, including
 - Programmatic and cyclical asset needs tied to strategic goals,
 - Acquisition strategies based on the above, as well as debt factors,
 - Annual capital priorities to be included in the operating plan, and
 - Development of a division-wide format for capital requests; and
- Conduct a periodic assessment of the student fee structure to compare our enrollment and status with peer institutions and rate our ability to deliver quality programs and services.

Enhance entrepreneurial activities.

The present economic climate, in which operating expenses and capital requirements are growing at a faster rate than traditional fee revenue and state appropriations, requires that all areas of Student Affairs explore appropriate opportunities to engage in entrepreneurial activity to expand sources of revenue. We will do this by:

- Encouraging all units to explore all appropriate possibilities for revenue enhancement;

- Examining existing vendor contracts to identify mutually beneficial opportunities for value-added relationships; and
- Exploring University strategies for partnerships in purchasing.

Generate extramural (grant) revenue.

Some mission-related activities lend themselves to potential grant funding. Examples include: training, equipment replacement tied to environmental initiatives or conservation, and cultural programming activities. To facilitate adequate investigation and development of grant ideas and applications, we will:

- Utilize existing University expertise to provide training opportunities for graduate or advanced students in discovering, researching, preparing and writing of grant proposals for Student Affairs; and
- Develop a division-wide program to empower employees interested in grant writing.

Enhance private funds support.

In addition to enhancing entrepreneurial activities and improving operational efficiency and effectiveness, it is necessary to develop private support and funding for: student scholarships and programmatic efforts, initiating new programs, and continuing existing programs within Student Affairs.

Objectively evaluate the fiscal viability of new programs before committing resources.

In the face of scarce financial resources, unproductive programs and expenditures are particularly threatening to mission-critical activities. Too often, programs are initiated based on anecdotal evidence at best, with no objective analysis of viability. Attempting to influence by example, Student Affairs will:

- Develop and implement a Student Affairs request and evaluation process for any new programs and services requiring additional resources;
- Allow our program goals to drive the funding process by determining our goals ahead of time and ensuring consistency with institutional goals; and
- Recommend an analogous campus-wide process.

Section Three.

Appendices

1. Enrollment Data by Ethnicity
2. Collaborative Programs
3. Enrollment of Students with Disabilities (2003)
Number and Types of Accommodations
4. Student Affairs Statistics
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Appendix 1:

Enrollment Data by Ethnicity



Appendix 2:

Collaborative Programs



Appendix 3:

Enrollment of Students with Disabilities (2003)

Number & Types of Accommodations



ENROLLMENT OF STUDENTS WITH DISABILITIES (2003)

| DISABILITY | NUMBER OF STUDENTS ENROLLED | |
|--------------------------------------------|-----------------------------|-------------|
| | Summer 2003 | Autumn 2003 |
| Mobility Orthopedic Impairment, Wheelchair | 2 | 12 |
| Mobility Orthopedic Impairment, Other | 15 | 37 |
| Non-Mobility Orthopedic Impairment | 8 | 19 |
| Blind/Low Vision | 2 | 12 |
| Deaf | 1 | 4 |
| Hard of Hearing | 2 | 7 |
| Learning Disability | 53 | 187 |
| Attention Deficit Disorder | 46 | 94 |
| Brain Injury | 9 | 28 |
| Seizure Disorder | 0 | 6 |
| Respiratory Impairment | 1 | 0 |
| Circulatory/Heart Impairment | 1 | 2 |
| Psychological/Emotional Impairment | 18 | 57 |
| Communication Impairment | 0 | 0 |
| Temporary Disability | 25 | 83 |
| Multiple Disability, Mobility | 2 | 13 |
| Multiple Disability, Non-Mobility | 29 | 66 |
| Other | 3 | 11 |
| Pending Verification | 22 | 80 |
| Vocational Rehabilitation not DSS | N/A | 55 |
| Withdrawals | 33 | 25 |
| TOTAL | 272 | 798 |

Appendix 4:

Student Affairs Statistics



Appendix 5:

Entrepreneurial Income by Unit



Entrepreneurial Income by Unit

| UNIT | SOURCE OF INCOME | GENERATED FUNDS |
|-----------------------------------------------|---------------------------------------------------|---------------------|
| Campus Recreation | Campus Rec Administration - auxiliary other sales | 9,190.00 |
| | Morning Adventure Camp | 11,696.00 |
| | Swimming pool - rentals | 32,240.00 |
| | Swimming pool – swim lessons | 69,886.00 |
| | TOTAL: | \$123,012.00 |
| Foreign Student & Scholar Services | International Student Identification Card | 200.00 |
| | TOTAL: | \$200.00 |
| Residence Life | Rent of Jesse roof | 15,820.00 |
| | TOTAL: | \$15, 820.00 |
| University Center | Sale of long distance phone cards | 999.00 |
| | TOTAL: | \$999.00 |

| | |
|----------------------------|---------------------|
| INCOME GRAND TOTAL: | \$140,031.00 |
|----------------------------|---------------------|