DIVISION OF STUDENT AFFAIRS

ANNUAL REPORT 2010-2011

Final report prepared by Teresa Branch, Vice President for Student Affairs

August 2011
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ABOUT THE DIVISION OF STUDENT AFFAIRS

OUR MISSION

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

OUR VALUES

- QUALITY
  Student Affairs offers high quality programs that prepare students to understand and address the needs of society.

- DIVERSITY
  Student Affairs supports diversity in all its forms and actively strives to create an environment that is welcoming and student-centered.

- COLLABORATION
  Student Affairs collaborates with faculty, staff, and students to offer educational programs and services that increase understanding of issues of mutual concern.

- TECHNOLOGY UTILIZATION
  Student Affairs strives to keep pace with technological advances in order to enhance service delivery.

- FISCAL RESPONSIBILITY
  Student Affairs must continue to prepare for a future in which less funding may be available for new programs and services.

- INNOVATION
  Student Affairs will encourage and reward innovative thinking that improves the substance and delivery of programs and services.
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<td>Jed Liston</td>
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<td>Effie Koehn</td>
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<td>Vice President for Student Affairs</td>
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DIVISION OF STUDENT AFFAIRS ANNUAL REPORT 2010-2011

INTRODUCTION

Spring 2011, The Division of Student Affairs welcomed the inauguration of a new University president. The president’s arrival brought several changes to the Division’s 2010-2015 Strategic Plan, as the Vice President for Student Affairs realigned strategic goals and priorities with that of the university. Building on past successes, the Division paid attention to continued improvement in recruitment, enhancement of student learning, collaborative work with campus partners, and student service delivery.

In 2010-11 Student Affairs focused on enhancing the recruitment of a diverse, academically-strong student body. Using geo-metric tools, Enrollment Services (ES) recruitment strategies propelled first-time traditional enrollment to an increase over fall 2009. ES also continued to develop minority recruitment initiatives to reach out to diverse applicants, especially those attending reservation high schools and tribal colleges. Finally, to support students entering the University over the next several years, Financial Aid and ES advocated for increased scholarship opportunities.

Student Affairs initiated several new programs and services to contribute directly to the retention of a diverse student body. American Indian Student Services (AISS) launched a Native American First-Year Interest Group (FIG) to academically support Native American students. AISS also collaborated with Residence Life to plan for the Native American Living Learning Community (NALLC) to bolster students in their college transition.

This year units promoted sustainable, accessible programming to create healthy learning environments. University Dining Services (UDS) incorporated the Lommasson Garden into the Farm to College (FTC) Program allowing students to study and participate in sustainable food practices. To promote healthy choices on campus, Curry Health Center (CHC) launched Student Health 101 and finalized plans for the tobacco-free policy to begin fall 2011. Additionally, Disability Services for Students (DSS) enhanced testing at the COT to provide accommodations for every student.

Successful additions arose out of a continued commitment to partnering for student success. This year, Residence Life and the Office for Student Success (OSS) collaborated on academic advising in the residence halls, and Residence Life also partnered to plan two other LLCs for fall 2011. Several units updated infrastructure this year, as the University Center (UC) with the Provost, OSS, and Informational Technology, began a redesign of their study lounge.

Students rely on Student Affairs’ services for opportunities outside of the classroom. The UC began renovations to the UC Food Court, and UDS moved La Peak Café to the Cascade Country Store. The Fitness and Recreation Center experienced increased use of facilities and fitness programs. The Career Services office also grew with a record number of appointments and a re-designed website. To improve access, the CHC also implemented electronic health records, improving wait times and provider availability.

Several units hosted events celebrating diversity and sustainability this year. In March, Foreign Student and Scholar Services (FSSS) put on the twentieth anniversary of the International Culture and Food Festival. The event raised awareness for a scholarship that will help students affected by the Japanese earthquake. The UC also organized another successful Day of Dialogue among many other events this year. Fall 2010, UDS hosted its first FTC Fall “Feastival.”

Several Student Affairs’ staff members were recognized this year. Mona Mondava received the Presidential Staff Award, and Becky Maeir received the Outstanding Staff Award. In addition, Student Affairs welcomed several new directors. Jim Darcy became budget director. Mary Lee Vance filled the position of DSS director. Kent McGowan was hired as Financial Aid director. Sandy Schoonover took over as director of Residence life. Finally, Liz Roosa Millar filled the place of retiring UC director, Candy Holt, in spring 2011.
AMERICAN INDIAN STUDENT SERVICES (AISS)

AISS designs programs and collaborates with Student Affairs and Academic Affairs to address the retention and support of UM’s Native American students. In August 2010, AISS hosted its second annual Moving Camp, an orientation designed for freshman transfer students, and their families. The program reflects the AISS Mission Statement’s Family Education Model, emphasizing the importance of family in activities geared for student success. AISS will continue Moving Camp because of the positive student feedback.

In 2010, AISS with Residence Life completed the planning stages of the Native American Living and Learning Community (NALLC). The pilot will be launched fall 2011 for first-time, full-time Native American students. Twenty scholars will live and learn together throughout their first year. The emphasis is to engage students in a supportive environment, help them make successful transitions to UM, and provide an effective foundation to increase graduation rates. AISS is collaborating with Mary Groom-Hall, undergraduate academic advisor and multicultural program coordinator, to create curricular and co-curricular events for the two credit seminar, in order to enhance the academic and cultural experience.

In 2010, AISS also launched a pilot Native American Freshman Interest Group (FIG) for 15 freshman students. Participating students take two to three core classes together building solid academic and cultural support. The first-year seminar, led by a UM student, incorporates cultural connections and student support.

Soup Friday is held every other Friday throughout the year. AISS initially hosted the lunches alone, but it now collaborates with departments including Enrollment Services, Financial Aid, ASUM, ROTC, Foreign Student and Scholar Services (FSSS), and Native American Studies (NAS). Soup Fridays give students opportunities to meet individuals from various departments. Two new sponsors for last year included Coach Wayne Tinkle with the Men’s Grizzly Basketball Team, and Provost Perry Brown. Both days were well attended. Soup Fridays are a simple gesture, but create a “sense of community and support” for Native American students, as well as for all students, staff, and faculty.

AISS hosted the second annual Native American Women’s Leadership Luncheon in collaboration with the Student Assault Resource Center (SARC). The 2010 theme was “Walking Together,” and the luncheon gave female students opportunities to share their experiences and learn from and establish relationships with their peers and mentors. AISS and NAS nominated approximately 25 Native American women to participate. The event was a huge success and lead to the creation of the Native American Men’s Leadership Dinner and the Native American men’s group and Native American women’s group. The first Native American Men’s dinner, “Reclaiming the Warrior,” was also a chance for male students to establish relationships with their peers and mentors.

The Native American men’s group and Native American women’s group were formed because of the positive feedback from participants at the leadership events. Students wanted to meet with greater frequency throughout the year. The bi-weekly sessions enable students to receive peer and mentor support and build on relationships created from the annual events.

AISS has also collaborated with Blackfeet Community College, the Native American Center of Excellence, and the College of Technology on the Issksinip Project. Fifteen students will be awarded $1,000 each year, plus an additional $1,500 for support services, from a five year grant. AISS is responsible for identifying students who meet the criteria for developing support services, such as a mentoring program, and identifying and hiring tutors for students. Eligible students must qualify as low-income, be pursuing career pathways in healthcare fields, participate in health professions internships, identify timelines for their degrees or certificates, and commit to finding employment after completing their fields of study.

Areas of interest for the Issksinip Project include health and human performance and athletic training, human services, nursing, medical assistant, medical billing and coding, pharmacy technology, pharmacy and pre-pharmacy, physical therapy, psychology, radiology, respiratory care, social work, and surgical technology.

To align with the strategic plan in 2010-11, AISS recruitment efforts included campus tours for middle and high school students, high school and tribal college outreach and education, and providing information on AISS and UM to tribal communities. In addition, AISS collaboration with Disability Services for Students (DSS) and UM faculty members is ongoing to assist students. To enhance student learning, AISS also participates as a Student Affairs Immersion Learning (SAIL) site and provides internship and practicum opportunities for students. To improve retention and graduation, beyond the above listed programs, AISS maintains a focus on advocacy on campus and within the Missoula community. The director also works with academic departments across campus to establish relationships that support students.

Within the last year, AISS gained visibility across the campus, as well as at state and tribal levels. Students who have not traditionally utilized AISS services are now requesting unit support. Enrollment of Native American students continues to increase, and AISS will need to adjust services to meet demand. AISS has approximately $25,000 in their UM Foundation account. Last year, AISS brought in $3,000 from a private donor.
Campus Recreation continued its relationships with ASUM and the University in 2010-11 and maintained visibility among the student population. Campus Rec set a record for income totals this past year with their consolidated budget that allowed Campus Rec to put $300,000 into the capital fund to provide for major equipment and repair expenses and to leave an additional $40,000 in the fund balance that can be used to meet unexpected expenses. Major expenses include durable goods costing more than $1,000 and repairs more than $2,500.

Facilities

The Fitness and Recreation Center set a new record for user swipes (370,392), three percent higher than 2009-10. The center also saw an increase in student members. This increase in membership can potentially be attributed to a greater number of students from the College of Technology (COT) voluntarily signing up.

Grizzly Pool numbers remained static this year. Admission revenue increased only slightly from last year from $145,612 to $147,812. Campus Rec employed three new pool managers in 2010-11 and hopes that the increase in scheduled offerings, including more time for masters swimming and competitive swim training, will improve participation. The University Golf Course did well financially, though total rounds of golf played were down by less than one percent. Campus Rec believes that decrease was due to the relentless rain of May and June 2011, (14 and 21 straight days of rain respectively and an increased average of 5 inches of rain in 2011) which limited the time that people could play on the course, though it remained opened.

Programs

The Fitness Program had a banner year. Staff put together several new fitness class offerings and changed old ones. Power Pump was changed to include different levels to meet varying degrees of ability. Variations, such as Sunrise Yoga and Advanced Mat Pilates, were also added to the Yoga and Pilates class schedule. The sale of punch passes was up by 20 percent. More of the classes, including Yoga and Zumba, filled completely and had waiting lists. Director Keith Glaes writes, “Not only am I King of Yoga, but also Lord of Zumba.”

The Outdoor Program also had a good year in 2010-11. Staff added a series of short classes and workshops that were well attended. These included clinics such as Kayak Roll, Transceiver, Ski and Bike Maintenance, as well as boating, camping, climbing, and skiing workshops. There were many activities throughout the year. The only major problem was the rain. The wet, cold weather cut into trip participation and outdoor gear rental in May and June.

The Intramural Program was down in participation by eight percent. The biggest decline was seen in men’s flag football and basketball and women’s basketball. This is the first decline in seven years. However the many other Intramural offerings were successful and drew lots of participants. Co-recreational sports saw a slight increase. All intramural activities are listed on the Campus Rec website or the print brochure. The Sport Club Union had a strong year with a total of 15 active clubs and a budget of $19,000. Each club had growth in leadership and participation, with over 400 students involved. The Baseball club had a breakout season, making it to the division finals. The Triathlon team sent athletes to collegiate nationals in Nashville. The Equestrian team sent competitors to regionals in California and nationals in New York. Two new teams were added: Handball and Women’s Lacrosse. All clubs traveled and competed throughout the region, many with great success and no incident or major injuries during competition or accidents during travel.

Campus Rec worked with a wide range of University organizations and programs this year including Health and Human Performance (HHH), School of Education, College of Forestry, Wildlife Biology, and others. Through these partnerships, Campus Rec helped generate more than 2,000 credit hours.
**Career Services (CS)**

In 2010, CS conducted a departmental strategic planning and goal setting process. As a result, across 13 functional areas within the unit, CS established 56 goals. These include improvements to the reception area processes, a survey of schools regarding the future of credential files, the transition of the SAIL program to a new coordinator, and the redesign of the counseling appointment follow-up survey. To date, 46 goals have been completed. Many of the following developments arose from this process.

In 2010-11, CS hosted four career/employment fairs: the Student Employment Job Fair, Health Professions Fair, Big Sky Career Fair, and the Educators’ Career Fair. These fairs were attended by 157 employers and 1,812 students. 78 additional employers conducted 453 formal interviews with students. Griz eRecruiting listed 3,846 career opportunities and 1,211 active student accounts. To mitigate the struggling economy’s effects on employer recruiting numbers, CS increased outreach efforts to prospective employers. These efforts include the creation of an employer resources brochure as well as a link to employer sponsorship opportunities on the CS website. Additionally, a CS employer relations staff member continues to make points of contact locally and regionally with prospective employers in the community by arranging in-person interviews once a week.

Student Employment Services helps students pay for their education and develop work skills through on-the-job training. During 2010-11, the student employment jobs system listed 1,455 on- and off-campus part-time jobs, and received 19,446 applications. However, this system is in need of upgrading, and with Central IT, the Financial Aid Office, and Human Resources Services, CS is currently developing an enhanced system.

Testing Services is a strong business enterprise for CS. CS focused vendor growth on licensing and certifications that are of benefit to the University’s academic programs and students, including the Pharmacy College Admissions Test (PCAT) and Microsoft and Adobe certifications. CS added two testing vendors and numerous test offerings, and Testing Services administered 3,389 individual tests. CS also recognizes that providing proctoring services for distance/online education is a growing market. To increase revenues, CS moved the national ACT testing venue from the School of Business, which charged a rental fee, to facilities on campus which charge no fee.

The number of individual career counseling appointments increased from 2,044 in 2009-10 to 2,915 in 2010-11, the fourth consecutive year that CS has set a record for the number of counseling appointments. Counselors administered 116 formal career and personality assessments, in addition to delivering a total of 87 workshops and presentations attended by 4,185 individuals. Increased outreach by the College of Technology (COT) counselor doubled COT presentations. CS also made presentations at all new UM staff orientations to assist with student referrals and acquaint staff members with CS services. The unit presented, as well, at all new student orientations, UM Days, First-Year Interest Groups (FIGs), and Curriculum and Instruction (C&I) 160 Learning Strategies for Higher Education classes.

CS has upgraded its web site to include a template redesign; over 30 career videos; student success stories; and a resource section for online/distance students. CS is rebuilding the student activity tracker system and has automated the counseling appointment reminder system, which electronically reminds students the day before their scheduled appointments. With the assistance of the Vice President for Student Affairs, the unit successfully moved the annual graduate survey project out of Career Services, making it an institutional based initiative and priority.
This past year, CHC continued its technological advances in three ways: through the introduction of electronic health records (EHR), the transition to new radiology equipment, and the unveiling of an online student health magazine. Full implementation of EHR across all clinical areas, including electronic prescribing, put CHC fully on pace with the national effort to introduce EHR. In addition, conversion of the CHC radiology equipment to a fully digital service now improves the quality of the images, reduces the turn-around time for radiologist interpretation from three days to a couple of hours, and allows for same-day telephone consultation with community consultants, thereby improving care for students.

In the fall of 2010, CHC launched Student Health 101, a monthly electronic publication targeted directly at students. This national publication allows inclusion of UM specific material and addresses a variety of health related topics, such as stress management, healthy eating, healthy sexuality, sexual health, money management, and tobacco cessation, in a user friendly, easily accessible electronic medium familiar to students. The online magazine is sent to every student’s university email account the first of each month. It is also available through a link on the CHC website.

Completing a component of the five year strategic plan, CHC conducted a broad review of its funding philosophy, defining the services covered by the health fee and simplifying service related charges. This transparency, absent from the previous system, now permits posting of more common service charges to the CHC web page.

To prepare and respond to increased enrollment, CHC conducted a feasibility study for possible facility renovation. The proposal has received administrative support and will be presented to the Board of Regents fall 2011.

During 2010-11, CHC continued to serve a large cohort of students in a variety of ways. A total of 9,307 students used the medical, dental, counseling, and Self Over Substance (SOS) services. This represented 60 percent of registered students and 68 percent of those who paid the health fee in 2010. These students accounted for a total of 37,484 visits to the health center (25,170 in medical, 5,465 in counseling, 4,425 in dental, and 2,424 in SOS).

CHC values its contribution to student learning and sponsored a for-credit class, in which Health Enhancement trained 36 Peers Reaching Out (PROs) to provide educational and outreach programming on campus. PROs conducted 85 programs reaching 12,649 students. Four Native American PROs also conducted outreach programs in high schools on reservations in Montana. In addition, 137 students participated in 15 different training programs through CHC. These activities included clinical rotations, internships, practicums, for-credit classes, job shadowing, participation on the Student Health Advisory Committee (SHAC), and volunteer service such as peer advocates for the Student Assault Resource Center (SARC), among others. These programs provided valuable experiential learning opportunities.

In 2010-11, SARC trained 24 volunteer student advocates who provided advocacy services including crisis counseling, medical/legal/academic advocacy, and referrals to 131 students. In collaboration with American Indian Student Services (AISS), Health Enhancement, Student Involvement, and other campus professionals, SARC led trainings on bystander intervention, healthy relationships, and dynamics of interpersonal violence, violence prevention, and tools for first responders in crisis situations to 1,405 students.

Culminating a two year effort, CHC helped UM establish a tobacco free policy. UM joins other universities and community organizations in this nation-wide effort. Implementation of the policy is scheduled for fall 2011.

Finally, in an effort to keep higher education affordable, CHC submitted a two-year budget for the next biennium. It includes the lowest annual percentage increase in the health fee in the past 15 years.
DEAN OF STUDENTS

The dean of students handled 347 “concern for student’s wellbeing” and student misconduct cases in 2010-11, an increase of 51 percent from 230 cases the previous year. This total number of cases also included referrals from the Critical Incident Response Team (CIRT).

A large increase in Student Conduct Code cases fell under the heading of “Failure to comply with the directives of University officials . . . acting in the performance of their duties within the scope of their authority.” There were 78 of these cases in 2010-11, a 150 percent increase from 31 cases in 2009-10. This category accounted for 22 percent of all cases this past year, compared with 13 percent of all cases the year before. However, the number of alcohol violations that occurred last year was low (N=26), compared with a high in 2005-06 (N=88), a 70 percent decrease.

In 2010-11, 98 cases of unauthorized use, destruction, or damage of property marked a 51 percent increase from 65 cases in 2009-10 (N = 33). This category accounted for 28 percent of all cases in 2010-11; coincidentally, this category also accounted for 28 percent of all cases in 2009-10. The increase is mostly attributed to copyright infringement via the University’s wireless access to the Internet. Physical assaults increased by 600 percent from the previous year; however, the total number of cases remained relatively low with 14 cases in 2010-11 compared with two cases in 2009-10, which might be an anomaly as there were 12 cases in 2007-08 and 10 cases in 2005-06.

Referrals by staff members have steadily risen over the past five years to an all-time high in 2010-11 (N=122). In 2010-11, referrals increased by 56 percent from 78 referrals in 2009-10. Most of the referral increase came from the University’s Information Technology (IT) Security Officer due to copyright infringements via the University’s wireless access to the Internet. Student referrals have remained rather stable for the past six years, with 16 referrals in 2010-11. Faculty referrals rose significantly in the past two years, compared with the previous eight years. There were 32 faculty referrals in 2010-11 and 31 such referrals in 2009-10.

The amount of time dedicated to CIRT referrals by the dean of students, the chair of CIRT, increased significantly from the previous year. Twenty-three CIRT referrals were made in 2010-11 compared with nine such referrals in 2009-10, a 156 percent increase. However, because of the nature of the referrals, the dean determined that only a few of the referrals were serious enough to justify being forwarded to CIRT.

In 2010-11, the vice president for Student Affairs transferred the Admission Review Committee (ARC) chair to the dean of students. ARC is required to evaluate the admission of any prospective student who has ever been convicted of a felony; been institutionalized for threatening or causing physical or emotional injury to persons or property; or who might present a threat to the safety of the University community. ARC evaluates applications and other required documents to determine suitability for enrollment. ARC reviewed 143 completed files, ranging from 10 to 60 pages each. ARC approved 130 applicants, deferred seven for later consideration, and denied six. Of the 130 approved applicants, 114 matriculated.

This type of reporting has been maintained for the past ten years; 70 cases were referred in 2001-02 compared with 347 cases in 2010-11, a 396 percent increase. Over the past ten years, 1,760 cases have been referred to the dean of students, for an average of 176 cases per year.

In addition to addressing specific student issues, the dean worked with various student groups in 2010-11 including the Kyi-Yo Native American Student Association (Kyi-Yo). The dean of students provided extensive guidance to Kyi-Yo, which floundered for most of the 2009-10 academic year due to ineffective student leadership. However, in 2010-11, substantial collaboration between the dean of students and other key University personnel, in addition to a change in Kyi-Yo executive leadership and financial support provided by the vice president for Student Affairs to fund a three-credit Native American Studies course in event planning pertaining to the annual Kyi-Yo Powwow, resulted ultimately in a very successful spring 2011 powwow.
During 2010-11, DSS recorded 1,152 students who had disclosed a disability. Four coordinators were each assigned between 218 to 321 students. In the spring of 2011, 208 students with disabilities graduated from the University.

DSS converted 212 textbooks to alternate formats; authorized 101 note takers; employed 24 auxiliary aids; and provided accommodations for 2,804 exams. As of the beginning of fall semester 2011, coordinators identified four service animals, ten companion animals, and three therapy animals owned by DSS students. The total, however, doesn’t distinguish between animals identified new as of 2011-12 or those previously owned.

For the first time, DSS purchased dedicated technology and increased record keeping of the captioning requests (40) for deaf and hard of hearing students. In addition to providing the sign language interpreting and captioning services for DSS students, the interpreters have traditionally brought in revenue to DSS by accepting contracts from other departments and the local community. The additional $10,970 brought in from the outside contracts this year was needed as revenue sources from Montana Vocational Rehabilitation (VR) decreased over the year. The VR provides payment to the University when clients require such auxiliary accommodations as sign language interpreting.

Test accommodation procedures were notably inconsistent between the UM Mountain campus and the College of Technology (COT) East and West campuses. DSS staff initiated a collaborative research project contributing toward the development of a study instrument and final recommendations. These recommendations included increased training of COT personnel on the American with Disabilities Act of 1990 (ADA) and reasonable accommodations for students and other programs that impact DSS students. COT testing space is limited, therefore DSS and COT will continue to work together to resolve short- and long-term space needs to ensure appropriate test accommodations.

Several significant personnel changes in DSS occurred during 2009-11. In the fall of 2009, Jim Marks, director of DSS for 26 years resigned to accept another position. Barb Seekins was appointed interim director until Mary Lee Vance began as director in July 2010.

While Barb Seekins was interim director, an external review was conducted of DSS by Randy Borst, a former president of AHEAD. Recommendations, as a result of the review, included the hiring of two new positions, a test coordinator and a fourth coordinator to serve the COT and the Bitterroot campuses. The fourth coordinator, Rebecca Galeazzi, was hired September 2010. Tina Brown replaced Michael Flaherty as interim test coordinator.
Capitalizing on previous success, assessment, and improvements, ES engaged recruitment strategies designed to meet UM's new student enrollment goals. ES annually executes its strategic prospective student identification, recruitment, and communication plan using geo-demographic data to produce an incoming class that will meet the enrollment projections set by the University’s Enrollment Management Council.

New first-time traditional freshman students on the Mountain campus increased by 77 students over fall 2009, to a total of 1,754 in the fall of 2010. Nonresidents increased by 85, while new Western Undergraduate Exchange (WUE) students decreased by 7 and residents fell by 1. Transfer volume among traditional students declined by 49, with a drop of 84 in resident transfers partially offset by positive gains of 29 nonresidents and 6 WUE transfers. New freshman, non-traditional enrollment declined by 42.

The freshmen resident applicant pool grew by 37 students, despite the smaller cohort of Montana high school graduates from last year. Overall freshman resident yield remained stable at 62 percent. Nonresident traditional freshman applicants increased by nearly 13 percent to 2,138. Nonresident yield improved in nearly all income categories and brackets of academic preparedness, and the average yield improved from 23 to 25 percent. The number of traditional nonresident transfer students improved by 29 in 2011.

Overall WUE applicants increased from 632, fall 2010, to 664, while yield fell from 31 percent to 29 percent, resulting in 194 new freshmen, a decline of 4 from last year. WUE transfers, however, increased by 6.

Recruitment

Identification of prospective students included a review of demographics of the previous year enrollees and information gathered from surveys and focus groups. Name-buy clearinghouses allowed for a cohort attribute search based upon each instrument’s predetermined qualifications. Outside of already established markets, ES worked towards expanding and strengthening its market share in Connecticut, New Hampshire, Florida, New York, Georgia, Pennsylvania, Maryland, Texas, Massachusetts, Wisconsin, New Hampshire, Vermont, North Carolina. There were currently 185,016 prospective students on file at the time of this report.

ES continued its strategies for outreach and recruitment this year. ES representatives attended 243 college fairs and made 534 high school and community college visits. ES admissions counselors held 58 receptions and individual interviews with prospective students and their families. ES also executed nine UM Days Open Houses for prospective students and their families. These open houses drew 2,077 participants overall, with 913 students, compared with 769 students in 2010, and 1,164 guests compared with 920 guests in 2010.

Campus visits continue to be another important aspect of the college search process for prospective students and their families. ES hosts three scheduled campus visit times each day at 10 a.m., 1 p.m., and 3 p.m. In 2010-11, 1,107 students participated in these visits. ES has found that a multi-channel communication plan that includes social media, web, and print to be the most effective recruitment information sharing strategy. Volume included 740,341 broadcast emails and 184,776 direct mail pieces to prospective students including postcards, view books, and applications.

Transfer recruitment includes visits to area junior and community colleges, specifically to transfer college fairs, and the initiation and updating of program to program direct transfer agreements. These efforts yielded an increase in transfer students from partner institutions in California, Washington, Colorado, Utah, and Idaho.

The recruitment of minority students remains a challenge in light of Montana's demographics and a delicate balance of resources and relationships. Competition for minority student applicants has grown significantly in recent years from other U.S. universities, as well as tribal and community colleges. UM’s minority recruitment initiatives focus on those students attending reservation high schools and tribal colleges; Hispanic, African-American, and Asian/Pacific Islander students in Montana; and primary non-resident markets.

To recruit and yield international students, ES augments non-resident recruitment and communication strategies by executing international initiatives. Financially viable and demographic target markets remain high school foreign exchange students in Montana, primary non-resident markets, and students at Intensive English Language (ESL) programs and national community colleges.
Recruitment Scholarship Strategy

As part of a recruitment scholarship strategy to draw more applicants, ES offered 3,102 awards and scholarships for fall 2011, with one month of the awarding cycle remaining at time of report. In comparison, the number of awards and scholarships offered for fall 2010 was 3,141.

Technology and Recruitment

An integral aspect of the ES strategic recruitment plan includes technology. ES is currently in Implementation Phase 3 of 5 for the recently acquired Hobsons Connect, a contact management system. ES hopes to launch the new Customer Relationship Management (CRM) strategy August 2011. In this cycle, ES collaborated with Financial Aid, Business Services, the Registrar’s Office, and the Office for Student Success (OSS) to create direct email messaging. ES also worked with RuffaloCODY, a firm that offers enrollment management services. In collaboration with RuffaloCODY, ES designed and implemented a digital search campaign of more than 950,000 broadcast emails for fall 2011 that included nine reminders each to those individuals who did not respond.

Admissions

Admissions processing included the enhanced web presence of programs such as High School Pilot, Montana Dual Credit, Advanced Placement, and Golden College. ES also trained all evaluators on enhanced transfer credential evaluation. ES provided increased weekly support to the College of Technology (COT) to compensate for their substantial increase in applications.

ES has also implemented an international credential evaluation training system. Ken Warren from Educational Perspectives was invited to train graduate programs to evaluate certain countries’ transfer work. To streamline transfer admissions, ES incorporated new common course numbering into the articulation of coursework. This past year ES added 12 new disciplines into the Transfer Module.

This year ES hosted and executed the annual Montana Association of College Registrars and Admissions Officers (MACRAO) meeting Missoula. ES continues to enhance the evaluation process of transcripts under the new General Education system.

Orientation

ES developed and executed a new Orientation program that transitioned from three summer sessions to two, introduced an online registration process, promoted an early institution-based registration process, and conducted three separate programs in the fall, including a successful GO Day celebration designed to introduce students to each other.

Financial Aid

Financial Aid instituted a more cooperative and collaborative work environment sharing duties among staff and forming work committees to effect system changes. A web committee reviewed and made updates to the entire FA website. A back office committee is currently reworking the procedures for handling documents in the office. Another survey committee designed and administered an online student satisfaction survey, garnering feedback from almost 700 students. Staff has also been encouraged to suggest process improvements for review by the management team.

All current COT files brought to Mountain campus and processing have been integrated for efficiency. FA has also set service standards for response to emails and entry of documents, and has added an additional phone line to assist with phone traffic at peak periods. Hardware has been upgraded and new technologies have been implemented also to improve efficiency and protect confidentiality.

FA is now involved in the implementation of the Higher One system for refunding student aid. FA has also redesigned SAP and max credit policies in response to new regulations. This past year, the unit also administered the new Governor’s Presidential Scholarship Program, Osher Reentry Scholarship, and the UM Matched Education Savings Program.
FOREIGN STUDENT AND SCHOLAR SERVICES (FSSS)

FSSS experienced major accomplishments and challenges during FY2011 with the recognition of several staff members, the success of many FSSS events, and the continued attention to the natural disaster in Japan, which affected international students from that area.

Over 50 alumni and family members, primarily from Montana and neighboring states, attended the Third Quinquennial International Alumni Reunion during Homecoming week. The events culminated with a celebration banquet where FSSS announced a newly established Foreign Student Scholarship.

On March 27, 2011, the International Culture and Food Festival celebrated its 20th anniversary. In its current arrangement, international foods, cultural performances, and children’s programming were offered together. Despite an increase in entrance fees (adults $5, and children under 12 $3), the festival attracted approximately 4,000 people, the same number as in years past. In the wake of the March 2011 devastating earthquake and tsunami in Japan, this year’s milestone festival was dedicated to Japan.

Responding to the earthquake in Japan also proved to be the biggest challenge of the year for FSSS. UM has longstanding relations with Japanese post-secondary institutions, and Japanese students on campus constitute the largest number of international students from one country (65). These factors prompted FSSS to respond to the crisis in a sensitive and timely fashion. At the International Festival, fundraising booths for the Japanese Student Association and the Japan-Montana Friendship Club, respectively, were placed in prominent locations to generate awareness and contributions for the relief efforts in Japan and for an emergency fund to benefit current UM students from the affected area. To aid future students from the Tohoku region of Japan, an area heavily impacted by the disaster, UM also launched the Japan Rising Opportunity Scholarship.

Two FSSS staff members received special recognitions this year. Mona Mondava, Program Coordinator, was conferred the George M. Dennison Presidential Staff Award for distinguished accomplishment that brings excellence, merit, glory, or distinction to The University of Montana. Becky Maier, Office Manager, received the Outstanding Staff Award for her campus interaction and meritorious job performance. FSSS also supported the nomination of Ray Risho who received UM’s Outstanding Volunteer Award for his many years of support and assistance to UM’s international community.

Director of FSSS, Effie Koehn, was invited to accompany two staff members from Enrollment Services on a recruitment trip to East Asia. There they trained UM alumni, both Internationals and Americans living in Shanghai, Hong Kong, and Tokyo, to help with student recruitment efforts in their respective countries.

During the past performance cycle the FSSS staff participated in several training opportunities to encourage professional growth, efficiency, and productivity, including relevant workshops, webinars, “Day of Dialogue” sessions, and NAFSA: Association of International Educators national and state conferences.
Residence Life began fall 2010 above capacity in the residence halls, University Villages, and Lewis & Clark Village. Residence Life placed 183 students in interim housing. Over the course of the semester, the unit moved men out of the interim housing by early November and moved women out shortly after Thanksgiving. By mid-semester, many of the students who remained in interim housing did not want to leave their temporary quarters, as they had larger rooms to themselves. Although Residence Life has explored a variety of different options to house overflow students, such as renting hotel space or reclaiming Corbin or Brantley halls, the best option has been the temporary bedrooms set up by Residence Life staff in the residence hall study lounges.

Residence Life achieved several departmental goals and met fiscal requirements this past year. Residence Life made improvements to keep residence hall infrastructure in good working order and to create functional spaces to foster community development. These improvements included: remodeling of and purchasing new furniture for Aber Hall, installation of electronic locks in Turner and Craig halls, and revamping of elevators in Jesse and Aber halls. Residence Life remodeled an area on Jesse Hall’s first floor to host after-hours academic events during the upcoming year, and modified the Miller Hall TV room to become a classroom/seminar room for the International Living Learning Community (ILLC). Finally, Residence Life built a much-needed maintenance shop at University Villages.

During spring 2011, Residence Life partnered with the Office for Student Success (OSS) to provide academic advising programs in the residence halls. The unit hosted four events for students prior to registration for fall semester 2011. Each event drew 40 to 50 students and helped students struggling with classes or those with questions about the registration process and GPA calculations.

In 2010-11, Residence Life partnered with American Indian Student Services, Native American Studies, OSS, and Enrollment Services in planning a Native American LLC, to be launched fall semester 2011. Additionally, Residence Life partnered with Foreign Student and Scholar Services and International Programs in creating an International Experience floor in Miller Hall, which will provide a cross-cultural experience for International and domestic students. The programming element of this floor will start fall 2011, and the living element will start fall 2012. Residence Life is starting a pilot program with the chemistry department in Craig and Jesse halls in fall 2011 to have students live and study with others also taking chemistry and biology. This initiative was proposed by Residence Life student staff supervisor Nick Loomis. In fall semester 2011, Residence Life will launch an after-hours area in Jesse Hall with study areas, a computer area, and a comfortable classroom for use by all students. Residence Life will work with OSS to host programs and events in this area for students.

Residence Life adjudicated over 1,300 student conduct cases during the course of the year with the intent of making each case a positive and educational experience for residents. The unit was an active member of the Critical Incident Response Team (CIRT) and the Admissions Review Committee (ARC).

Residence Life employed over 150 students during the course of 2010-11 for a total payout of $1.3 million. This employment helped to ease the burden of school expenses for student employees. In addition, staff orientations, in-service trainings, and on-the-job experiences helped student staff to develop leadership, critical thinking, and problem-solving skills that will assist in future professional and academic careers.

The Griz Card Center presented at the annual National Association of Campus Card Users conference regarding project management when migrating to a new one card Griz Card system. The center finalized the migration of the Griz Card system from a Unix-UE hybrid to a Windows-based platform. Over 3.4 million transactions were processed by the Griz Card system during 2010-11. The Griz Card System processed over $8.6 million in sales with more than $755,000 in UMoney sales and over $4.5 million in University Dining Services meal plan sales. Finally, the Griz Card Center produced 8,677 Griz Cards, 270 badges, and 1,036 conference cards in 2010-11.
**University Center (UC)**

UC staff planned and hosted the 2010 Association of College Unions International (ACUI) Region 14 conference. In all, 129 ACUI members attended the event from Alaska, Idaho, Oregon, Utah, Washington, and Montana. The conference was a success, and the planning process, though a lot of work, was an overwhelmingly positive experience for the UC staff.

In 2010-11, the UC initiated several important personnel changes and reorganization of professional duties. Liz Roosa Millar succeeded Candy Holt as UC director in April 2011, upon Ms. Holt’s retirement in November 2010. The UC instituted the event coordinator position with the hiring of Aimee Roberts, and increased the communications coordinator/media specialist position from half-time to full-time. Tyson McLean became the assistant director for fraternity and sorority involvement, and now reports directly to the director, in addition to serving as a member of the UC Leadership Team. The UC also created a program coordinator position for fraternity and sorority involvement. Shannon Brilz became the assistant director for conference and event planning and now oversees UC Audio and Lighting. Molly Collins left the institution, and Adrianne Donald took over as the assistant director for student involvement and communications, overseeing the creation of a new Student Involvement Network (student-led activities board) and maintaining oversight of the Marketing Group and The Source information desk. Gwen Landquist became the marketing and art coordinator and now oversees all art programs including the UC Gallery, UC Art Exhibits, and UC Art Fairs.

Operational improvements this past year included the development of an online communication and information sharing tool, UC4ME; the creation of the Program Management System, a database for managing program development and assessment; the evolution of UC web presence, with the addition a mobile website and the active use and assessment of social networking efforts; and the documentation by a former student employee of the UC’s history to date in a book with an expected publication date late fall 2011.

The UC maintained fiscal solvency throughout 2010-11 and was able to make some necessary improvements because of healthy student enrollments in fall and spring semesters. Capital repair and renovation projects realized during 2010-11 included: replacement of the original (40+ year old) freight/service elevators, refurnishing of the Student Organization Suite (SOS), and renovation of the former Spectral Fusion space, which is now underway with Jus Chill’n set to move to the first floor location fall 2011. There were several venue changes in the UC. Pizza Hut will begin offering a full menu in the former Jus Chill’n space; the Shear Perfection hair salon footprint has been reduced by half, allowing lease of another available retail space; and new food concepts are currently being added to the UC Food Court. Lastly, the UC has recovered from a fire in the Bookstore’s receiving area of the basement, thanks to effective fire suppression equipment and an exceptional Building Services crew.

In collaboration with the Office of the Provost, the Office for Student Success, and campus IT, the UC is redesigning the underused second floor study lounge into a tech lounge, a comfortable tech-friendly study and social environment. The UC Board (composed of two ASUM senators; three students-at-large; one faculty, administrative, and staff representative each; and UC director as ex-officio) unanimously supported the proposal at its March meeting. Results of a current UC survey overwhelmingly indicated support for the addition of technology to the second floor study lounge. When asked, “How important is convenient access to technology (wireless, a/v equipment, computers, monitors, etc.) in the UC?” on a scale of 1 = not at all to 7 = extremely, 82 percent responded with 5, 6, or 7, for a mean of 6.01 (N=660), and 61 percent indicated it “extremely” important to have convenient access to technology in the UC. When asked, “Would you support the University adding technology to the UC 2nd floor study lounge?” 84 percent reported “yes” (N=697).

The UC successfully negotiated an increase in the contract with the United States Postal Service (USPS), difficult until this year. The Movies program also assumed responsibility for the concessions operation on the third floor of the UC. The operation has proven profitable and has ensured the continuation of the full movie experience.

The UC reinstated professional development funds in 2010-11 originally eliminated to assist other areas within the University. Staff benefited from involvement in their respective professional associations through participation in regional and national conferences, such as the Association of Fraternity/Sorority Advisors (AFA); Western Regional Greek Leadership Conference (WRGLC); Student Affairs Administrators in Higher Education (NASPA) Region V Advisory Board; NASPA Annual Conference; HOW Design Conference; and University Staff Ambassadors.
The following represent some of the outstanding examples of the programs and educational opportunities the UC produced or collaborated to create in 2010-11. UC Student Involvement organized the Tunnel of Oppression, Apathy Myth, Blue Scholars, Grizzly Orientation (GO) Day, WelcomeFeast, and Day of Dialogue. The UC Marketing Group contributed support to the Japan Relief efforts by providing graphic design talent, and UC Student Involvement coordinated a paper crane folding fundraiser. The Marketing Group also provided videography and editing services for the “It Gets Better Project” videos that were posted to the UM website. Additionally, the UC Vegetable Garden supplied produce for University Catering and the UC’s master gardener worked with Dr. Rustem Medora to offer student field trips of the UC’s Medicinal Plants.

Fraternity and Sorority Involvement (Greek Life) saw an increase in members (from 303 to 343), and a new chapter was colonized (Phi Delta Theta). Also, for the first time, in spring 2011 the overall UM fraternity men’s grade point average (2.84) was higher than the overall GPA for UM undergraduate men (2.81).

Major conferences and events held in the UC and coordinated with the assistance of UC staff included, but were not limited to Homecoming Events (President’s Club Dinner and Distinguished Alumni Awards); Board of Regents meetings; Abusive Head Trauma conference hosted by the School of Social Work; Adventures of the Mind hosted by the Phyllis J. Washington Foundation/College of Education and Human Sciences; Society of Environmental Journalists Conference; Indian Youth Conference; Staff Recognition Day; President Royce Engstrom’s Inauguration; 2011 Commencement; joint meeting of the Agriculture, Food and Human Values Society and the Association for the Study of Food and Society (AFHVS/ASFS) hosted by the Environmental Studies program; Dr. Tony Attwood hosted by UM’s Neuro Networking Club; International Food Festival hosted by the International Student Association; North Pacific Yearly Meeting (Quakers); Western Brownfields Workshop hosted by the Environmental Protection Agency; Pacific Northwest International Section (PNWIS) conference hosted by the Air and Waste Management Association; Montana Farm to Table Connection hosted by the Montana Department of Agriculture; First Night Missoula; and Missoula area high school yearly Senior All Night Party.
To improve communication, director of UDS, Mark LoParco, held one-on-one meetings with UDS staff to assess morale and teamwork and gather employee suggestions and/or thoughts. There was significant improvement this year: 80 percent of the staff reported improved morale, 85 percent reported improved teamwork, and 80 percent felt that negative talk, such as rumors and gossip, had decreased. Employees overwhelmingly asked for greater communication on daily activities within the unit. As of January 2011, UDS now sends a weekly newsletter, What’s Cooking, to staff every Monday. The newsletter provides information on all UDS sections, celebrates birthdays and UDS anniversaries, and offers a “Fun Food Fact.” The unit recognized 28 students this year as “Student of the Month” and one “Student Employee of the Year.”

In spring 2011, UDS incorporated the Lommasson Garden into the UM Farm to College (FTC) Program. The 3,500 square foot garden has 12 raised beds for annual fruits including plums, serviceberries, currants, and raspberries, as well as vegetables, herbs, and native plants. Produce from the garden will be used in the Food Zoo (FZ) board plan kitchen, eliminating miles food travels to UM. All pre- and post-consumer compostable or recyclable waste will be recycled on-site and turned into a soil enhancing material from the SOMAT waste reducing machines, to complete a “closed food cycle,” in which food is grown and finished on site. The garden space provides a venue for co-curricular research for UM faculty, as well as educational and employment opportunities for students.

To promote sustainability, the director gave presentations to Environmental Studies’ Sustainable Lecture Series on UDS sustainable business practices, and to the Society of Environmental Journalists and the College of Technology (COT) Culinary Arts program on the FTC program. The director served on the National Association of College & University Food Services (NACUFS) Sustainable Award Committee as well as the Education Committee for the 2013 NACUFS National Conference. In addition, the FTC coordinator has begun work with the UM sustainability coordinator to develop a UM Green Certified event policy.

UDS employees took advantage of several other training and educational opportunities this past year. Culinary and management staff attended the Catersource Conference and NACUFS Regional & National Conferences, and UDS selected the associate director of board plan operations to attend the NACUFS Planning Institute. Director LoParco attended the Schwan’s Council of Foodservice Directors, and Executive Chef Patrick Browne was chosen to sit on the Schwan Food Company’s College and University Advisory Board. The UDS registered dietitian, Rebecca Shern, attended the American Dietetic Association Conference and taught ServSafe courses at UM and Montana Tech with staff from MT Tech in Butte and the UM Western Helena COT.

UDS also held a financial management retreat, and the associate director of professional development led several in-house training sessions on contracts and vendors, management orientation and training, and performance management and evaluations. Management staff participated in webinars on managing rising food costs, sustainable business practices, and CBORD (the food management software [FMS] that helps track and manage ordering, purchasing, and inventory).

In 2010-11, UDS hired an executive chef and a permanent FTC coordinator and restructured residential dining to establish an assistant director position. It established a sanitation career ladder for Rebecca Shern, and had a career ladder approved by UDS and Human Resource Services (HRS) in order to replace the retiring FMS/CBORD administrator.

UDS pursued various projects this past year including renovations to the HVAC system in the FZ, a “face lift” to the dining room, and installations of SOMAT machines in the dish room. La Peak Cafe was moved into the Cascade Country Store, opening space for the main office in a prominent location in the Lommasson Center and allowing for better accessibility. UDS also worked with the UM Kless Revolving Energy Loan Fund (KRELF) group to add reusable to-go containers in the FZ. In summer 2011, UDS added Ian Dawg’s House food cart to the UM Oval for summer and fall semesters. Projects started in 2011 to be completed in 2012, include the additions and renovations to the University Center (UC) Food Court: Ui-Cha! (to replace Mark Pi), a new hamburger venue, and Famous Dave’s BBQ. Pizza Hut will expand their offerings to a full restaurant in the space previously occupied by Jus Chill’n, now on first floor of the UC.

In conjunction with National Food Literacy Month, UDS promoted nutritional information to the campus community with the “Film Feastival,” “Meatless Meal” in the FZ, and the first “Fall Feastival,” where FTC partners were invited to celebrate local foods with the campus and local community. Finally, Catering Services catered President Royce Engstrom’s inauguration festivities and accommodated his request for local foods.