

**Report Submission - ID: 17Admin75**

**Author(s):**

John Heaney

**Unit of Analysis ID Number: 31**

**Sector:** Integrated Communications

**Division :** Integrated Communications

**Unit for Assessment:** Montanan

**State the mission, objectives, and primary functions of this unit. :** The Montanan, the University of Montana's award-winning magazine, tells UM's story in an accurate, engaging and entertaining manner designed to pique readers' interest in UM and foster deeper connections to campus.

Published three times per year for nearly 100,000 subscribers, the Montanan promotes and showcases UM's world-class programs and people and extends the reach of the University to inside readers' homes.

The Montanan evokes feelings of appreciation and nostalgia for UM in ways that directly and indirectly cultivate financial gifts, student recruitment, faculty recruitment, alumni association memberships, campus visits and positive public relations.

**Identify the primary users of the unit.:** Every person with an interest in UM is considered a primary user.

**Internal:** Students, faculty, staff, coaches and advertisers on the academic and administrative side.

**External:** Alumni; prospective students; donors; friends of UM; government officials at local, state and national levels; advertisers and members of the business community both local and across the region.

**Submit Organizational Chart :** [17Admin75\\_SubmitOrganizationalChart\\_0929105544.pdf](#)

**Complete the FTE Detail Excel spreadsheet provided in the link below.:**

[17Admin75\\_CompletetheFTEDetailExcelspreadsheetprovidedinthelinkbelow\\_0929105544.pdf](#)

**Using the space below, address any issues with your FTE Detail Sheet.:** The FTE Detail Sheet is correct. See notations on uploaded PDF of FTE Detail Sheet.

**Finance:** Budget and Financial Planning,Purchasing/Procurement,Accounts Payable,Manage Student Accounts in Banner

**Human Resources:** Employee Training,Employee Hiring (recruitment through on-boarding)

**Communications:** Marketing and Communications, Website Maintenance/Development, Social Media, Event Planning

**Development:** Alumni Relations, Fundraising

**Student Services:** Admissions/recruitment, Career Service Advising

**Criteria 1. - Bullet 1.:** The Montanan is UM's primary communication vehicle to educate and explain to a vast audience how UM exemplifies and adheres to the Plan in various aspects of campus life. Every story relates to at least one of the values.

**Leadership:** An issue featured UM's Brain Initiative, an innovative methodology connecting people studying the brain from various departments on campus. The Montanan clearly communicated the complexities of the Brain Initiative to its readers, and it also gave administrators a valuable tool to help their stakeholders understand the initiative.

**Engagement:** The Montanan explored how UM is involved with the recovery of Libby, Montana, from its rocky environmental history. From science research to marketing and rebranding efforts, UM – which many had no idea – is significantly involved. Because of the Montanan, more people now know.

**Sustainability:** The Montanan highlights sustainability efforts involving UM, such as Farm to College and Rivertop Renewables. But it also continues to be more sustainable as a magazine. Readers can opt to receive the eMontanan and each issue is available online. The mailing list is constantly monitored, and the actual number of magazines printed has been reduced by 10,000 in the past year.

**Diversity:** One of the magazine's greatest strengths is the ability able to creatively reflect UM's diversity of people and ideas. An issue can feature UM's Native American pharmacy students, an alumna who works on Wall Street, and UM's connection to Mars.

**Criteria 1. - Bullet 2.:** The Montanan has, by far, the largest audience of any UM publication. According to a recent survey, 90 percent of respondents said they read most or all of the Montanan. It's UM's top source of news, and in a bigger sense, it's a time capsule for people in the future to know what happened on campus throughout its history.

If resources are reduced, UM intentionally would:

- Cut communication with its largest, most-engaged audience – 50 percent of whom are out-of-state.
- Diminish the pride alumni have in their alma mater by taking away the main vehicle of showcasing major accomplishments.
- Negatively impact fundraising, student recruitment, retention and public image.
- Discontinue a medium with a completely UM-controlled message.
- Tarnish the written history of UM.
- Hurt advertisers who want to both promote their business and support UM.
- Lose roughly \$25,000 in advertising revenue per issue.
- Miss the opportunity to feature the work of our talented alumni who write and photograph the stories.

**Criteria 2. - Bullet 1.:** Because the audience is so large and the product so polished, internal users jump at any chance to be a part of the magazine. It's the rare opportunity in today's media landscape to push

out a positive message strategically designed and controlled by UM. A recent example is the “Teaching Issue.” Articles throughout the issue presented UM as the place in Montana to study education, with stories featuring numerous programs, alumni and faculty members. While it is difficult to measure results for internal demand, each issue is packed with content benefitting UM. The same is anticipated in the future.

**Criteria 2. - Bullet 2.:** The Montanan is given to all UM graduates free of charge, and the demand from external users for the magazine is high. This is difficult to measure, but over the past five years, we’ve received thousands of dollars in donations. We give readers numerous opportunities to choose to receive the magazine digitally vs. in print. Nearly all choose print. Just recently, about 200 readers voluntarily subscribed to the magazine, paying \$20 each. Our readers love the Montanan, and they love the connection to UM it conjures for them.

**Criteria 3. - Bullet 1.:** The Montanan has won numerous awards from national organizations, including two Grand Gold Awards for writing from the Council for Advancement and Service to Education (CASE). This means that in 2013 and 2017, the Montanan had the best written feature story in any college magazine in the Northwest U.S. and western Canada, regardless of institution size.

**Criteria 3. - Bullet 2.:** The Montanan editor has attended the CASE Editors Forum and other CASE conferences. On campus, the editor serves on the campuswide Communications Team and has helped with various employee searches. He also has been a guest speaker at the School of Journalism.

**Criteria 3. - Bullet 3.:** The Montanan’s role is to promote UM’s accomplishments in research/creative scholarship.

**Criteria 3. - Bullet 4.:** The Montanan’s role is to promote UM’s accomplishments in teaching/instruction. We also have had an incredibly successful internship program for students. Each Montanan intern in the past five years has gone on to land a job in a similar field upon graduation.

**Criteria 4. - Bullet 1.:** The Montanan has general and designated funds. The general fund is a legislative allocation, and the two major expenses are printing and postage costs.

The designated fund contains revenue derived from advertising sales. Expenses include consulting and professional services such as freelance writers, design and advertising sales commissions. Postage costs are taken from this fund as needed.

For dollar amounts, see the uploaded PDF FTE Detail Sheet.

**Criteria 4. - Bullet 2.:** Due to decreasing allocation in general fund dollars, the Montanan is using designated funds to offset the shortfall.

**Criteria 4. - Bullet 3.:** The Montanan has taken significant measures in improving efficiency by:

- Renegotiating the printing contract.
- Increasing advertising rates in 2015.
- Streamlining the mailing list.
- Launching a new voluntary subscription campaign.
- Increasing online presence to balance mailing fewer copies.

The impact of these measures has reduced the cost of producing each issue by roughly \$7,500.

**Criteria 4. - Bullet 4.:**

- Yes.
- The designated fund is 100 percent supported by this revenue. The designated fund revenue pays for roughly 33 percent of the Montanan's overall budget. General funds cover the rest.
- The editor's payroll comes from Unit of Analysis ID #32 – Integrated Communications, University Communications and University Relations Administration.

**Criteria 5. - Bullet 1.:** Every issue of the Montanan highlights themes from UM's strategic vision. In fact, the magazine is crucial in communicating the University's vision to readers around the world. Showcasing how UM is "Creating Change Together" is part of the Montanan's purpose. Here's how the most recent issue exemplified the Strategic Opportunities:

**Engage Students Where They Are:** In a story about the Montana Osprey Project, students work hand-in-hand with Professor Erick Greene studying osprey and the impacts of mining waste along the Clark Fork River.

**Invest in People:** The new Missoula College Building is featured, which highlights an investment in students, faculty and staff who in turn will have a direct impact on Montana and beyond.

**Partner with Place:** The 2017 Griz Read book "Lentil Underground" was featured. The article, written by an alumna, provides a first-person look into the sustainable farming movement in Montana. Her farm's beginnings are rooted at UM's PEAS Farm.

**Reinvent the Heart of the Curriculum:** Again the Osprey piece exemplifies how students, faculty and staff across multiple departments work together to continually learn in innovative, cutting-edge ways, and then disseminate that information to the public.

**Foster Knowledge Creation and Innovation:** The magazine features alumni who use their degrees in all kinds of ways, from working at Lucasfilm in San Francisco to organizing races in China. This issue featured Brian Morgan, who has three degrees from UM. He founded a multimillion-dollar travel company that has taken clients to all seven continents.

**Criteria 5. - Bullet 2.:** The Montanan is one-of-a-kind, so there aren't any campus units who perform similar services. We do collaborate with the Alumni Association and UM Foundation, who want to reach the same audience. With UMF, they now use a multipage layout in the Montanan for their annual report instead of producing and mailing their own. With Alumni, they use a two-page layout, as well as the About Alumni section, to communicate with their membership base.

**Criteria 5. - Bullet 3.:** Since the Montanan does generate revenue from advertising sales and donations, any additional resources would go into increasing revenue. Voluntary subscription campaigns, gifts for donations or incentives for the Montanan ad sales team are examples of such opportunities.