UNIVERSITY OF MONTANA

COMMUNITIES OF EXCELLENCE

DAY OF ACTION

Summary of Proceedings

January 10, 2020

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Background

The University of Montana's Communities of Excellence (CoEx) represent six areas of transdisciplinary research, creative scholarship, teaching, study, and community partnerships. The CoEx designation is intended to foster and accelerate collaborations in these areas of strength as a key component of UM's Priority for Action 2, "drive excellence and innovation in teaching, learning, and research." The areas represented by UM's CoEx are:

- Business and Entrepreneurship
- Communication and Artistic Expression
- Environment and Sustainability
- Health and Human Development
- Justice, Policy, and Public Service
- Science and Technology

CoEx amplify the many great things that are already happening at UM. They are designed to facilitate conversations, relationships, and new ideas. Throughout the fall 2019 semester, stakeholders from around campus engaged in conversations about what CoEx can achieve. Myriad ideas and opportunities were presented, and some clear themes emerged. While faculty and staff are excited about the possibilities of CoEx, they are also concerned about institutional barriers that may impede transdisciplinary work. These concerns are legitimate and must be addressed in order for CoEx to reach their full potential.

In response, Office of the Provost staff organized the CoEx Day of Action to bring members of every CoEx together with representatives from all corners of campus. The Day of Action took place Friday, January 10 in the ALi Auditorium in the Phyllis J. Washington College of Education.

The unconference meeting format allowed participants to create an agenda according to their priorities, with the specific charge of generating solutions and recommendations for how UM can overcome real and perceived barriers to transdisciplinary teaching and research.

Figure 1 Provost Jon Harbor welcomes Day of Action attendees.

Agenda

Friday, January 10, 2020

8:30 a.m.	Registration, Coffee and Networking
9:00 a.m.	Welcome, Provost Jon Harbor
9:10 a.m.	Inspirational Speaker, Brenda Solarzano, Headwaters Foundation
9:20 a.m.	Ground Rules, Nick Shontz, Facilitator
9:30 a.m.	Marketplace of Ideas
10:00 a.m.	Session 1
11:00 a.m.	Session 2
12:00 p.m.	Lunch
1:30 p.m.	Session 3
2:30 p.m.	Closing, Nick Shontz, Facilitator

Figure 2 Brenda Solarzano of the Headwaters Foundation encourages attendees to "find their superpower."

Figure 3 Facilitator Nick Shontz explains the unconference meeting format and ground rules.

Schedule

	A (ED 123)	B (ED 215)	C (ED 314)	D (ED 110)	E (ED 352)	F (ED 313)	G (ALi)	H (Atrium)
Session 1	Collaborating for Sustainability	External Funding	Data Reporting	How Honors Can Support CoEx	Degree in Hemp	Online Courses	Humanities are Excellent, Too!	Researching Women in Business
Session 2	Student Involvement	Inclusive Excellence: HHMI	Summer Institutes	Social and Emotional Intelligence	Existing Areas of Excellence	Inter-disciplinary Teaching	Renewable Energy Institute	No session
Session 3	We are MT on Campus	Addressing Institutional Barriers	Cluster Hires	Extra-Curricular Involvement	Community and Industry Involvement	No session	Micro-credentials	No session

Session 1A: Collaborating for Sustainability

Convener: Vicki Watson
Attendees: Patricia McKenzie, Gemma Sladich, Melody Hollar, Bryan Cochran, Bradley Layton, Adrianne Smith, Marton Marko, Barry Brown, Nadia White, Scott Mills, Laurie Yung, Michael Murphy, Joel Iverson

Action Items/Ideas:

- Sustainability literacy course as part of new student orientation (available to students, faculty, and staff);
- Increase support for UM's Office of Sustainability and update its website;
- Make voluntary student sustainability fee mandatory;
- Increase awareness of sustainability payroll deduction for faculty/staff;
- Increase UM Foundation support for sustainability;
- UM President's reminder sent during Earth Week and ask about President's Office matching faculty/staff payroll deduction donations up to some amount?
- Communicate UM's sustainability efforts to prospective students, donors, and collaborators;
- Involve UM Library in sustainability education/communication efforts;
- Use metrics for sustainability efforts, similar to Wellness program.

Session 1B: External Funding for Business and Entrepreneurship Community of Excellence

Convener: Suzanne Tilleman
Attendees: Paul Gladen, Alex Metcalf, Carol Evanger, Theresa Floyd, Nathalie Wolfram, Scott Whittenburg, Abbigail Belcher, Garrett Finke, Katherine Swan

Action Items/Ideas:

- Continue to brainstorm ideas for grant funding, other resources;
- Translational research from bench to bedside helps apply research to businesses;
- How can businesses be managed with social and environmental foci?
- Business students are motivated to make a positive impact, beyond just selling something;
- How can we connect STEM research with business?

Session 1C: Data Reporting

Convener: Dawn Ressel
Attendees: Eva Rocke, Steve Thompson, Shane Murphy, Grace Gardner, Keith Graham, Jon Harbor, Mark Grimes, Andrew Ware, Daniel Parsons, Joel Iverson, Greg Larson, John Venters, Michael Murphy, Tracy Mitchell, Sarah Swager, Julie Baldwin, Troy Morgan, Joe Hickman, Sandy Curtis, Brian Reed, Liz Putnam, Peggy Nesbitt, Maria Mangold, Holly Kulish, Julie Heaton

Action Items/Ideas:

- Convene Data Steering Committee with the following volunteers:
    - Steve Thompson
    - Andrew Ware
    - Daniel Parsons
    - Eva Rocke
    - Tracy Mitchell
    - Troy Morgan
    - Liz Putnam
    - Peggy Nesbitt
    - Maria Mangold
    - Julie Heaton
    - Jasmine Zink Laine

Session 1D: Brainstorming How Honors Can Support CoEx

Convener: Katie Cordingley
Attendees: Ginger Collins, Jessica Shontz, Denise Dowling, Peter McDonough, Anita Santasier, Keith Graham, Marton Marko, Alex Metcalf, Jon Harbor

Action Items/Ideas:

- Can MOLLI help CoEx connect with broader Missoula community?
- Brand/market existing honors courses under CoEx headers;
- Sort courses and tag them within each CoEx (course could fall under more than one CoEx);
- DHC further articulate its role in globalizing and internationalizing CoEx engagement;
- Explore opportunities for co-convening classes;
- Connect with Office of Civic Engagement;
- Apply Ways of Knowing model to other interdisciplinary courses.

Session 1E: Degree in Hemp

Convener: Karie Hyslop
Attendees: Sherrill Brown, Joseph Grady

There were no notes submitted for this session.

Session 1F: Online Courses

Convener: Nancy Clouse
Attendees: Mike Morelli, Shareen Grogan, Erin O'Reilly, Breanna Niekamp, Jordan Costello, Nathan Lindsay, Tully Thibeau, Kit Edington, Sarah Halverson, Jordan Gross, Jennifer Schoffer Closson, Theresa Floyd, Julia Tonne

Action Items/Ideas:

- Require face-to-face meeting or use Zoom robots or other technology to get "facetime" with students and faculty;
- Ensure courses are accessible on iPhones;
- Professor leave Zoom room open for "office hours;"
- Game-ification of courses; have to pass or get 100% of one module before moving onto next one.

Figure 4 Attendees propose sessions during the Marketplace of Ideas.

Session 1G: Humanities are Excellent, Too!

Convener: Brian Dowdle
Attendees: Adrea Lawrence, Tomoko Torigoe, Amy Kinch, John DeBoer, Beth Hubble, Hiltrud Arens, Leora Bar-el, Jenny McNulty, Camie Foos, Denise Dowling, Julia Tonne, Ashby Kinch

Action Items/Ideas:

- Include medical humanities in Health and Human Development CoEx;
- Create business school minor in writing or business ethics;
- Build a budget model that incentivizes interdisciplinary work;
- "That's Humanities" label for things going on in other disciplines that fit under humanities umbrella;
- Find a UM solution for cross-listing;
- 1-credit course models that last one month;
- Align short courses by learning outcomes;
- Pop-up classes;
- Include undergrads in MOLLI courses;
- Other programs could use humanities as electives;
- Use Honors College to pilot some interdisciplinary courses;
- Use Coursedog so departments can look up what courses there are in other departments.

Session 1H: Researching Women in Business, Nonprofits, and Systems

Convener: Morgan Slemberger
Attendees: Jeanne Loftus, Hailey Michelson, Karlee Snell, Jenn Stephens, Kelsey Stamm Jimenez, Tobin Miller Shearer, Gordy Pace, Bonnie Pace, Paul Kirgis, Karl Unterschuetz, Kari Neal

Action Items/Ideas:

- Research rural women entrepreneurs;
- Look outside of UM – connect with Tribal Colleges;
- Incorporate class in this research;
- Look at organizational development and training;
- Look at men's experience in current climate, men's allyship;
- Pressure organizations to be transparent about compensation;
- Care responsibilities;
- Research median income in Missoula;
- Who else is doing this work?

Session 2A: Student Involvement

Convener: Abbigail Belcher
Attendees: Celine Beamer, Gemma Sladich, Shane Murphy, Hailey Michelson, Julia Tonne, Sandy Curtis, Patti Mckenzie, Melody Hollar, Amy Glaspey, Mark Pershouse, Hadley Jackson, Maddy Jones, John Venters, Daniel Parsons, Gordy Pace, Denise Dowling

Action Items/Ideas:

- Include students on CoEx leadership teams;
- Align student groups with CoEx – meet and greets for each CoEx and students?
- Compile an inventory of events that are already happening;
- Day of Action for each CoEx?
- Gear events towards students – research opportunity fair at the beginning of each school year?
- CoEx "socials" – get faculty and students together in a casual setting; pizza, lemonade, nothing formal or stuffy;
- Engage staff, make all of UM community feel included and welcome;
- CoEx event as part of Griz welcome;
- Integrate CoEx into new student orientation.

Session 2B: Inclusive Excellence, HHMI Proposal

Convener: Mark Grimes
A list of attendees was not submitted for this session.

Action Items/Ideas:

- Meeting students where they are – achieve goals, level of preparation, compensation, acknowledge cultural loneliness;
- All students can achieve success – implement practices to make sure they do;
- Get students to show up for class by creating a dynamic class experience;
- Students should get some appreciation for science, relate to their culture;
- Do not lower expectations/standards, but lift up those who are struggling.

Session 2C: Summer Institutes

Convener: Grace Gardner
Attendees: Breanna Niekamp, Nathan Lindsay, Steve Thompson, Sherril Brown, Katie Cordingley, Dawn Ressel, Tracy Mitchell, Liz Putnam, Holly Kulish, Jordan Costello, Jasmine Laine, Joel Iverson

Action Items/Ideas:

- Summer Institutes for high school students themed around CoEx are taking place June 14-27, 2020;
- Courses in the morning followed by lunch;
- What happens in the afternoon?
- Pair with community service, evening lectures, Missoula and surrounding areas recreation, gym time;
- Saturday service or float?
- How will they be assessed?
- Program to UM enrollment;
- Promote students who return from summer-to-summer.

Session 2D: Creating Students with Social and Emotional Intelligence

Convener: Karie Hyslop
Attendees: Erin O'Reilly, Peggy Nesbitt, Tomoko Torigoe, Karri Neal, John DeBoer, Julia Tonne, Camie Foos, Julie Heaton, Matthew Schertz

Action Items/Ideas:

- Create interdisciplinary course in Emotional Intelligence;
- Create emotional intelligence training for staff and faculty;
- Identify essential social and emotional skills;
- Create connections for non-traditional students and first-generation students.

Figure 5 Attendees participate in a breakout session.

Session 2E: Building on Existing Areas of Excellence

Convener: Laurie Yung
Attendees: Kelsey Stamm Jimenez, Alex Metcalf, Claudine Cellier, Paul Kirgis, Schott Whittenburg, Eva Rocke, Shareen Grogan, Barry Brown, Ada Smith, Scott Mills, Paul Gladen, Julie Heaton, Vicki Watson, Tom DeLuca, Troy Morgan, Brian Dowdle

Action Items/Ideas:

- Identify success stories;
- Look at GLI's model for buying out of teaching?
- Ask departments what classes can be open to non-majors;
- Compile an inventory of existing interdisciplinary work, what stage it's in, and what the challenges are;
- Contact Ashby Kinch to highlight interdisciplinary areas on the Confluence podcast;
- We need to market interdisciplinary strengths to each other and to the world;
- Make sure CoEx aren't doing this at the expense of existing strengths.

Session 2F: Interdisciplinary Teaching

Conveners: Amy Kinch and Beth Hubble
Attendees: Jeanne Loftus, Suzanne Tilleman, Nancy Clouse, Lee Banville, Pete McDonough, Joseph Grady, Anita Santasier, Tully Thibeau, Karlee Snell, Mike Morelli, Andi Armstrong, Brian Reed, Greg Larson, Brian Cochran, Jon Harbor, Michael Murphy, Tobin Miller Shearer, Marton Marko, Leora Bar-el, Joe Hickman, Jordan Gross, Ginger Collins, Keith Graham, Jennifer Schoffer Closson, Hiltrud Arens, Theresa Floyd, Allison Wilson, Adrianne Smith, Amy Kinch, Beth Hubble, Maria Mangold, Alecia Gray, Morgan Slemberger

Action Items/Ideas:

- Create a "common time" where no classes are scheduled to allow for interdisciplinary collaboration – for students and faculty;
- Consider models run under a Communities of Excellence theme that meets separately and jointly;
- Connect with certification processes;
- Develop pool of resources for developing interdisciplinary courses that would provide incentives for faculty;
- Connect these kinds of courses by skill sets;
- Develop a way to make interdisciplinary options more visible to students;
- Add an attribute to course programming that identifies interdisciplinary themes.

Session 2G: Renewable Energy Institute

Convener: Bradley Layton
There were no notes or list of attendees submitted for this session.

Session 3A: We are Montana on Campus

Convener: Karie Hyslop
Attendees: Nathalie Wolfman, Jessie Calhoun, Andrew Ware, Trish (?)

Action Items/Ideas:

- Share campus resources and spaces with high school students
    - Planetarium
    - Paleontology, Zoology
    - SpectrUM
    - Innovation Factory
    - UM Advocates – tours
    - Music, Theatre, Art, Dance, Media Arts
    - Journalism
    - Autonomous Aerial Systems
    - Athletics
    - MMAC

Figure 6 Attendees gather around the schedule generated by the Marketplace of Ideas.

Session 3B: Addressing Institutional Barriers

Convener: Laurie Yung
Attendees: Dawn Ressel, Troy Morgan, Bonnie Pace, Shareen Grogan, Julie Heaton, Amy Glaspey, Julie Baldwin, Peggy Nesbitt, Denise Dowling, Celine Beamer, Abbigail Belcher, Camie Foos, Alex Metcalf, Matthew Schertz

Action Items/Ideas:

Barrier	Solution(s)
Focus on new efforts could devalue existing cross-unit work.	ID what's working and ensure that is supported, communicate these.
How to allocate SCH?	Track in many different ways. Answer depends on our priorities.
Inability to share degrees across units.	See budget model barrier.
Need for increased administrative support for CoEx.	Identify what we actually need.
Hard to teach honors courses due to small class sizes.	Give a subset of students in a course honors credit. Pool of $ for faculty to teach honors.
How to effectively "count" cross-unit collaboration?	Need multiple metrics/key performance indicators. We can "double count." Need UM-wide standards for counting collaborations.
How to reward cross-unit collaboration in the budget model?	Cross-unit programs would need to count accordingly.
How to encourage student participation in CoEx?	Recognize that students have different expectations.
Non-science disciplines have less access to research/scholarship $ that enables collaboration.	Work with Broader Impacts Group.
Lack of people looking at current offerings (duplication, opportunities).	Example courses across campus (redundancies, gap, synergies).
CoEx becoming another silo structure.	Recognize that is not our goal, be intentional about inclusion and innovation.

Session 3C: Cluster Hires as a Way to Formalize CoEx

Convener: Scott Mills
Attendees: Adrea Lawrence, Erin O'Reilly

Action Items/Ideas:

- Recognize interdisciplinary structure of CoEx is not built-in to UM structure, this leads to challenges/barriers;
- Cluster hires arise from bottom-up identification of cross-cutting topics and exist at universities around the world;
- Clusters can be created by diverting retirement/replacement positions from within departments;
- There was a robust and detailed discussion around this topic. See Appendix A for a more in-depth summary.

Session 3D: Extracurricular Involvement

Convener: Melody Hollar
Attendees: Gemma Sladich, Maddy Jones, Sarah Swager, Sandy Curtis, Steve Thompson, Peter McDonough, Hailey Michelson, Julia Tonne, Hadley Jackson, Morgan Kellar

Action Items/Ideas:

- New student orientation grouped by CoEx;
- Get student groups involved with CoEx – email student group leader contact list;
- Offer professional development opportunities for student employees through CoEx;
- Hire student employees as interns for each CoEx?
- Study night for each CoEx
- Open block once a week where there are no classes and everyone is available;
- CoEx to host Coffee with the Provost and Popcorn Thursday in Branch Center;
- Rename/rebrand weekly CoEx luncheons to be more student-friendly;
- CoEx Day of Action should be an annual event;
- Service-related CoEx event, more action- or activity-oriented CoEx events with students;
- CoEx event at Griz welcome;
- Connect with RAs, build living/learning communities.

Session 3E: Community and Industry Involvement

Convener: Theresa Floyd
Attendees: Breanna Niekamp, John Venters, Kelsey Stamm Jimenez, Jordan Gross, Tom Gallagher, Anita Santasier, Ben Super, Maggie Angle

Action Items/Ideas:

- Share best practices among colleges/units;
- Guest lecturers from the community;
- Include local needs in class projects, curriculum development, and research;
- Invite community stakeholders to campus events, like athletic events, CAM performances, etc.;
- Suggest local businesses/contacts to the President's Office, they are always looking for more community members with whom to engage;
- Engage in service in the community to build mutually beneficial relationships;
- The writing center isn't just for students – they can help with grant writing;
- Use UC West Atrium desk as pop-up shop for local businesses/artisans?
- There was a robust and detailed discussion around this topic. See Appendix B for a more in-depth summary.

Session 3F: Micro-credentials and/or Short Module and/or 1-Credit Courses

Conveners: Elizabeth Dove and Jennifer Schoffer Closson
Attendees: Beth Hubble, Kari Neal, Vicki Watson, Nathan Lindsay, Maricel Lawrence, Barry Brown, Holly Kulish, Grace Gardner, Jordan Costello, Katie Cordingley, Joe Hickman, Karlee Snell, Gordy Pace, Morgan Slemberger, Michael Murphy, Camie Foos, Tom Manuel, Adrianne Smith, Brad Allen, Mike Morelli, Karl Unterschuetz, Suzanne Tilleman, Jenny McNulty

Action Items/Ideas:

- Can certificates offer blocks that can be accessed and used across a variety of students to customize/curate experiences?
- Can CoEx function as warehouses for micro-credentials?
- Micro-credentials to help resolve the disparity in education in rural areas;
- Review National Education Association's resources on micro-credentials;
- Employers want skills, not degrees;
- Offer personal finance course online;
- Create badging for soft skills, help formalize hirable skill sets;
- Can each CoEx have a micro-credential?
- Convene task force/committee to champion micro-credentials;
- Identify barriers and their solutions.

Figure 7 Attendees hold a discussion in the third-floor atrium.

Conclusion

The Communities of Excellence Day of Action brought together nearly 150 UM students, administrators, faculty, and staff in attendance (see Appendix C for a list of attendees). Attendees expressed a variety of perspectives, and had the opportunity to connect with new people and build new relationships. The overwhelming turnout proves the UM community is enthusiastic about promoting transdisciplinarity and generating new solutions.

The Day of Action and this accompanying report are meant to be a catalyst for progress. We hope attendees and other UM community members will act on the many innovative ideas from the event. We recognize not every session will result in action, but we hope those that are particularly inspiring will. We want attendees to feel empowered to act on their ideas and build on the positive momentum generated by the Day of Action.

Appendix

Appendix A

Cluster Hires as a Way to Formalize CoEx

Convener: Scott Mills
Attendees: Adrea Lawrence, Erin O'Reilly

Ours was a small but enthusiastic session about a very 'action oriented' potential mechanism to actually implement the interdisciplinary structure of Communities of Excellence (CoEx).

As was reinforced in this 'unconference', every discussion of CoEx inevitably veers back to a formidable list of barriers to their persistence and implementation. Chief among the challenges are that CoEx are by definition interdisciplinary. Enthusiasm abounds for interdisciplinarity (as it should), but how to implement interdisciplinary CoEx when the university's core organizational structure (for teaching, research, service, evaluation, etc.) is built around siloed departments and colleges?

Scott Mills gave an overview of how a "Cluster Hire" model could help. "Clusters" can be thought of as analogous to Communities of Excellence, in that they typically arise from bottom-up identification of cross-cutting topics where the university is already strong, and could become best-in-the-world with the addition of additional faculty working in that area across disciplines. Cluster hires have been implemented at universities around the country. Scott led a CoEx–like cluster (one of 16) at NCSU from 2013-2016.

Clusters are *inherently and formally interdisciplinary* – every faculty cluster hire must span (for example) at least 3 departments in 2 colleges. Faculty from all of the collaborating departments work together to: a) search for and hire the cluster faculty positions; b) develop Unit standards and perform T&P/evaluation of the faculty member (thereby providing formal recognition for the teaching/research/service performed by the cluster hire *outside of any single 'home silo'*; i.e. department); c) foster and orient the new cluster hire to the breadth of research going on at the university (and beyond) in the CoEx/cluster topic area.

The Cluster Hire model does **not** necessarily require massive new dollars: Instead, cluster hires can be created by diverting retirement/replacement positions from within departments. Thus, the mindset would shift from departments necessarily filling "Vice-X" replacement positions, to a model where that that position might go to a cluster hire relevant to that department (of course, some critical departmental positions would still occur as "Vice-X" replacements, for example those essential to accreditation). Importantly, 'start-up' funds for the cluster hire could include not only funding for the individual's own research, but also for the administration and implementation of the cluster/CoEx activities.

We also talked about some of the potential challenges of building CoEx around a cluster model. Some departments will not be happy when they cannot replace their open "Vice-X" position with exactly the same position as the retiring person had. Also, implementation of cluster hires (and the personality of the cluster hires themselves) must emphasize a *mindset that celebrates and recognizes the ongoing interdisciplinary efforts that many faculty already do.* This is important because otherwise resentment can grow where people feel like the university is spending money to hire new people to foster cross-cutting work in an area where one or more folks on campus already work (and could do more if they had the funds that the cluster hire is getting for startup).

In sum, a Cluster hire model has potential to transform the institutional implementation of interdisciplinary areas of strength at UM by fundamentally breaking down silos in teaching, research and service. It does so by modifying all aspects of the new hires' job, making cross-departmental work the expectation instead of a burden. As one example from teaching: cross-listing a course and rewarding those who teach across majors will become not a burden for siloed departments but rather an inherent part of the cluster faculty member's job. Example from research: F&A from grants would be apportioned across all departments representing co-PIs within the cluster, thereby removing the disincentive that currently exists for folks to serve as co-PIs on a grant whose PI is in a different department or college.

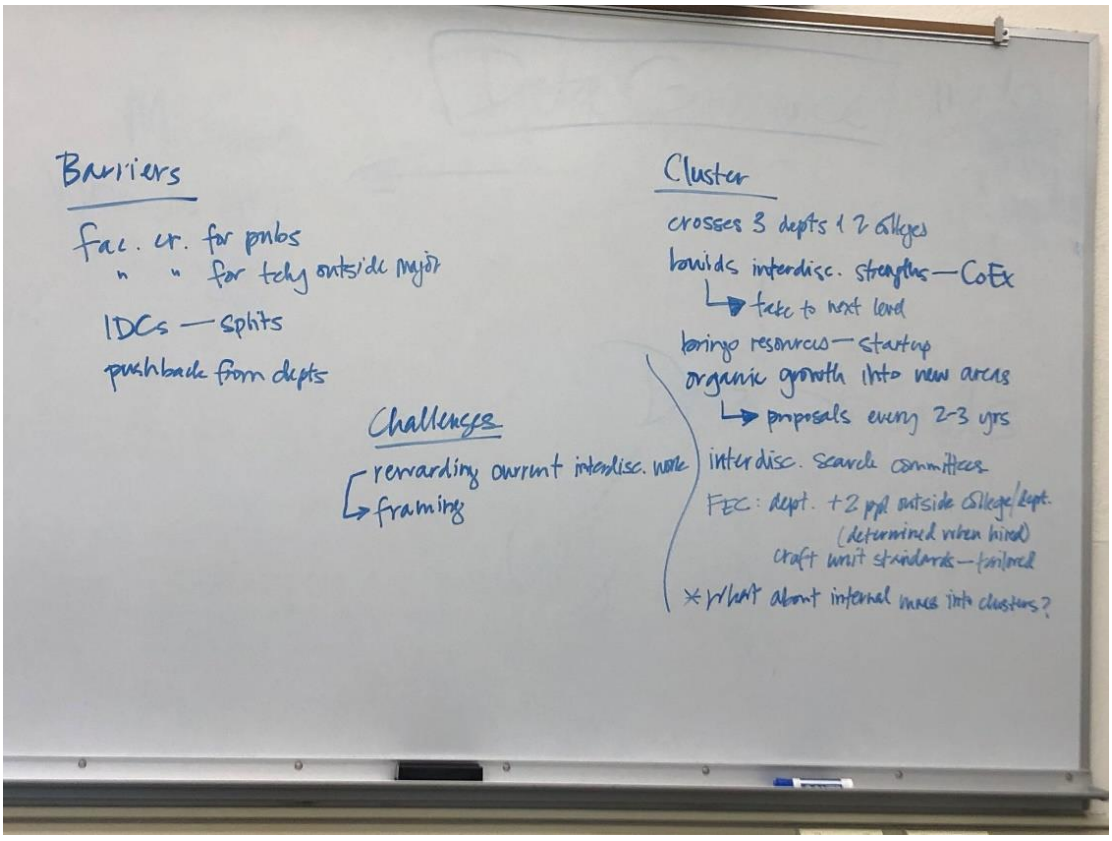

Figure 8 Ideas from the Cluster Hires session are displayed on a white board.

Appendix B

Community and Industry Involvement

Convener: Theresa Floyd
Attendees: Breanna Niekamp, John Venters, Kelsey Stamm Jimenez, Jordan Gross, Tom Gallagher, Anita Santasier, Ben Super, Maggie Angle

Goals of the session were to learn a bit about the current programs being pursued in different departments, share best practices, and offer new ideas

Theresa Floyd from the College of Business talked about the numerous ways that COB involves industry and the community: guest lecturers in classes, advisory board involvement in curriculum development and internships, local business's involvement in class projects and curriculum development – like the new course developed in partnership with LumenAd, the work on developing executive education opportunities – a recent partnership with ATG has had two cohorts complete the program.

In addition, many COB faculty members conduct research-related and other kinds of consulting work for local businesses and government agencies – examples include studies conducted at Yellowstone Nat'l Park, Clearwater Credit Union, and MT DLI.

Finally, COB faculty, staff, and students are deeply engaged in the community, serving on numerous boards and acting as advisors to local businesses. Accounting faculty and students work in a program that offers tax help to lower-income folks. Students do class projects in many courses, including the capstone required for graduation, that require them to apply what they've learned to evaluating and solving real-life problems in real businesses.

Maggie Angle from the President's office is deeply involved in engagement with donors, community members, alumni, and collaborators. They are always looking for better ways to involve the community.

President's box for football games used for engagement with various communities, including local business leaders, veterans and military appreciation

Reaching out by the President is a good way to initiate contact – they are always looking for suggestions for whom they should be engaging.

Ben Super from College of Forestry Development pointed out that it is very helpful to have an event to invite people to. The events themselves don't generate a lot of funds, but they help to build relationships. It's important to make the events easy to access.

College of Forestry has developed deep ties to the forest products and timber industries, government agencies and NGOs. Ben thinks there is a big opportunity to explore relationships with private industry. Their next opportunity may be to expand their advisory boards – they currently have just one for the college as a whole.

Anita Santasier from the School of Physical Therapy and Rehabilitation Science shared a major community event that they coordinated: a Empowerment Spinal Cord Injury camp. It was an interdisciplinary effort designed to provide people with spinal cord injuries with physical therapy that greatly improves their mobility and quality of life. It was a major volunteer effort.

For future opportunities, the Anita is looking into partnering with Reins of Hope – they are working on a grant proposal. She is also pursuing ideas for the geriatric community and out-of-state students – perhaps creating a live-work arrangement for students. Finally, she is looking into an interdisciplinary PT school partnership with the dance school.

Breanna Niekamp recommended having vendors be formal sponsors for upcoming events – the additional funds can help make the event bigger and lead to future growth

Kelsey Stamm Jimenez recommended Katherine Swan as a resource for grant-writing help

Maggie recommended the writing center as a place to get help with writing grants as well – not just for students!

Kelsey Stamm Jimenez from the Mansfield Center explained that community involvement is the main activity of the Mansfield Center. They work to get grant funding from numerous sources: business, non-profits, government agencies. They run local and international programs. Some examples include the Women's Leadership initiative funded by Clearwater Credit Union, the SUSI programs funded by the State Department. They rely heavily on all sectors across Montana.

John Venters from the UC shared the work they do for student and community involvement: Diverse U, Black Solidarity Summit, Tunnel of Oppression

He also shared an idea he is working on to use the West Atrium Desk as a pop-up shop. Maggie suggested that he could work with the MADE Fair to identify artists who might be interested in setting up a pop-up. Theresa suggested that the pop-up could be a good project for College of Business students – perhaps in a Sophomore class to follow up on the Freshman Business Safari class.

Tom Gallagher from Missoula College talked about the College's mission as a comprehensive community college – they do transfer education, workforce development through degrees and certificates, partner with high schools, and adult continuing education. They help students with the transition to college - getting them up to speed by beefing up their academic skills. They have multiple partnerships with UM and the College of Business.

They are working on growing their high school programs to create pathways into college – students can enter college with a bunch of credits already under their belts and perhaps finish early (or take fewer credits per semester). They are working to make it easier to transfer credits from MC to UM -through initiatives such as common course numbering, bachelor pathways.

They are working to increase the percentage of students starting their degree at a two year college – they would like to get closer to the percentage seen in Washington.

Breanna Niekamp from UMOnline talked about her fundraising and event planning background focused on business district improvement and offered her help – she has lots of fundraising and event ideas.

Jordon Gross from the Law School pointed out that by nature, law students and the law school have lots of interaction with the wider world. The law school enjoys a strong alumni network 85% of their students stay and practice in MT.

Jordon had lots of suggestions about how to better get the word out about the cool stuff we are already doing across campus – for instance:

Law School faculty often have speaking engagements in town – they could include a slide that shares cool stuff happening at UM.

Give more advance notice when a great speaker is coming to campus – campus event calendar is not accessed by enough people and the daily announcements in UM Today are often too late, considering our busy schedules – Maggie offered to follow up with UM Today about possibilities for advertising upcoming events a little more in advance.

We all agreed that we should communicate more about the great stuff happening at our colleges – let the President's office know – let the foundation know – add to event calendar and UM Today.

Someone (can't remember who) mentioned that Paula Short is working on a presentation of great things happening across campus.

Ben received feedback from a friend who is a social media expert on our social media presence – he said that he could tell that we are uncoordinated.

Ben pointed out that faculty and staff cannot solve the communication problems piecemeal – it needs to be a coordinated University-wide effort. The group generally agreed that Cathy Cole's office was focused on pressing issues but that we hoped this would be on their radar.

Appendix C

	Last Name	First Name	Unit
1	Allen	Bradley	Art/Innovation Factory
2	Angle	Maggie	Office of the President
3	Arens	Hiltrud	World Languages and Cultures
4	Armstrong	Andi	Blewett School of Law
5	Atteberry	Charity	PJW College of Education
6	Baldwin	Julie	College of Humanities and Sciences
7	Banville	Lee	Journalism
8	Bar-el	Leora	Linguistics Program, Department of Anthropology
9	Beamer	Celine	Biomedical and Pharmaceutical Sciences
10	Belcher	Abbigail	ASUM
11	Bishop	Bonnie	UM Health and Medicine
12	Blair	Marty	Rural Institute for Inclusive Communities
13	Brown	Sherrill	Pharmacy Practice
14	Brown	Barry	Mansfield Library
15	Carpoca	Alessia	Theatre and Dance
16	Cellier	Claudine	Office of the Executive Vice President and Provost
17	Closson	Jennifer	School of Speech, Language, Hearing, and Occupational Sciences
18	Clouse	Nancy	UMOnline
19	Cochran	Bryan	Psychology
20	Cole	Cathy	Vice President for Enrollment Management and Strategic Communication
21	Collins	Lauren	Davidson Honors College
22	Collins	Ginger	School of Speech, Language, Hearing, and Occupational Sciences
23	Cordingley	Kaetlyn	Davidson Honors College
24	Costello	Jordan	UMOnline
25	Curtis	Sandy	Student Success - Housing
26	DeBoer	John	Student Success - Housing
27	DeLuca	Thomas	Franke College of Forestry and Conservation
28	Domitrovich	Stephanie	College of Health Professions and Biomedical Sciences
29	Douglas	John	College of Humanities and Sciences
30	Dove	Elizabeth	Innovation Factory/School of Visual and Media Arts
31	Dowdle	Brian	World Languages and Cultures
32	Dowling	Denise	Journalism
33	Edington	Kit	Blewett School of Law
34	Endsley	Arthur	Numerical Terradynamic Simulation Group
35	Evanger	Carol	Become an Alum

36	Finke	Garrett	Business
37	Floyd	Theresa	College of Business
38	Foos	Camie	Faculty Senate
39	Forbis	MacKenzie	Franke Global Leadership Initiative
40	France	Lucy	Legal Counsel Office
41	Freer	John	Industrial Technology, Sustainable Construction Technology
42	Frommelt	Hannah	Mansfield Center
43	Galbreath	Carlton	Missoula College
44	Gallagher	Tom	Missoula College
45	Gardner	Grace	UMSummer
46	Gladen	Paul	Blackstone LaunchPad
47	Glaspey	Amy	School of Speech, Language, Hearing, and Occupational Sciences
48	Grady	Joseph	University Center
49	Gray	Alecia	College of Humanities and Sciences
50	Grimes	Mark	Division of Biological Science
51	Grogan	Shareen	Writing and Public Speaking Center
52	Gross	Jordan	Blewett School of Law
53	Halvorson	Sarah	Geography
54	Heaton	Julie	Office for Student Success
55	Herbert-Meny	Jessie	SpectrUM Discovery Area
56	Hickman	Joe	Office of the Registrar
57	Hollar	Melody	Student
58	Hu	Lu	Chemistry
59	Hubble	Beth	Women's, Gender, and Sexuality Studies
60	Humphrey	Reed	College of Health Professions and Biomedical Sciences
61	Hyslop	Karie	Physics and Astronomy and Geosciences
62	Iverson	Joel	Communication Studies
63	Jackson	Hadley	Office of the Executive Vice President and Provost
64	Jones	Maddy	ASUM/Sustainability
65	Kinch	Amy	Office of Organizational Learning and Development
66	Kinch	Ashby	English/UM Press/Graduate School
67	Kirgis	Paul	Law
68	Kulish	Holly	UMOnline
69	Laine	Jasmine	Office of Organizational Learning and Development
70	Larson	Greg	Communication Studies
71	Lasiter	Paul	Operations and Finance

72	Laukes	Cindi	Neural Injury Center--College of Health Professions and Biomedical Sciences
73	Lawrence	Maricel	UMOnline
74	Lawrence	Adrea	PJW College of Education
75	Layton	Bradley	Climate Change Studies
76	Lindsay	Nathan	Office of the Executive Vice President and Provost
77	Loftus	Jeanne	Franke Global Leadership Initiative
78	Lyon	Timmie	PJW College of Education
79	Mangold	Maria	Blewett School of Law
80	Marko	Marton	World Languages and Cultures
81	McDonough	Peter	Climate Change Studies
82	McKenzie	Patti	Mansfield Library
83	McNulty	Jenny	College of Humanities and Sciences
84	Meaux	Ashley	School of Speech, Language, Hearing, and Occupational Sciences
85	Metcalf	Alexander	Franke College of Forestry and Conservation
86	Michelson	Hailey	Branch Center and Student Involvement
87	Mills	L. Scott	Office of Research and Creative Scholarship
88	Minnick	Cheryl	Experiential Learning and Career Success
89	Mitchell	Tracy	Office of the Vice President for Enrollment Management and Strategic Communication
90	Miyashita	Mizuki	Anthropolgy/Linguistics
91	Morelli	Mike	Entertainment Management
92	Morgan	Troy	Office of the Registrar
93	Murphy	Michael	School of Visual and Media Arts
94	Murphy	Shane	Integrative Physiology and Athletic Training
95	Murray	Kirsten	Department of Counseling
96	Naylor	Jaylene	Autonomous Aerial Systems Office
97	Neal	Kari	UM Housing
98	Nesbitt	Peggy	College of the Arts and Media
99	Niekamp	Breanna	UMOnline
100	O'Reilly	Erin	College of Education in Teaching and Learning and Educational Leadership
101	Pace	Gordy	Public Administration and Policy/Information Technology
102	Pace	Bonnie	Office of the Registrar
103	Parsons	Daniel	ASUM
104	Pershouse	Mark	Biomedical and Pharmaceutical Sciences
105	Phear	Nicky	Mansfield Center
106	Putnam	Liz	Biomedical and Pharmaceutical Sciences
107	Rahn	Kasey	Franke College of Forestry and Conservation

108	Ravas	Tammy	Mansfield Library
109	Reed	Brian	Office for Student Success
110	Ressel	Dawn	UM Data Office
111	Rocke	Eva	Office of Sustainability, Operations and Finance
112	Rossmiller	Zach	Information Technology
113	Santasier	Anita	Physical Therapy
114	Schertz	Matthew	Teaching and Learning
115	Schoffer Closson	Jennifer	School of Speech, Language, Hearing, and Occupational Sciences
116	Seccombe	Shauni	Graduate Student, Environmental Studies
117	Shearer	Tobin	History
118	Shively	Dave	Geography, Franke College of Forestry and Conservation
119	Short	Paula	Office of the Vice President for Enrollment Management and Strategic Communications
120	Sladich	Gemma	Franke College of Forestry and Conservation
121	Slemberger	Morgan	Blackstone LaunchPad
122	Smith	Adrianne	University Center
123	Snell	Karlee	Accelerate Montana
124	Stamm Jimenez	Kelsey	Mansfield Center
125	Stephens	Jennifer	Regional Director, Missoula Small Business Development Center, Office of Research and Creative Scholarship
126	Stowell	Hillary	Office of the Executive Vice President and Provost
127	Super	Benjamin	Student, College of Forestry and Conservation and College of Humanities and Sciences
128	Swager	Sarah	Office of the Vice Provost for Student Success
129	Swan	Katherine	Office of Sponsored Programs
130	Thibeau	Tully	Anthropolgy/Linguistics
131	Thompson	Steve	Campus Recreation
132	Tilleman	Suzanne	College of Business
133	Tomoko	Torigoe	World Languages and Cultures
134	Tonne	Julia	University Center
135	Unterschuetz	Karl	Accelerate Montana
136	Venters	John	University Center
137	Ware	Andrew	Physics and Astronomy
138	Watson	Vicki	Environmental Studies
139	White	Nadia	Journalism
140	Whittenburg	Scott	Office of Research and Creative Scholarship and Graduate School
141	Wilson	Allison	Teaching and Learning

142	Wolfram	Nathalie	Broader Impacts Group
143	Wolter	Julie	School of Speech, Language, Hearing, and Occupational Sciences
144	Yung	Laurie	Society and Conservation