We shape and execute strategy to fulfill our mission, pursue our vision, and serve our students and the state of Montana in the most effective way possible.

Effective strategy is an iterative process. Therefore, each year we review our University’s mission and strategic vision, assess the progress we’ve made over the course of the current academic year, and develop a playbook for the year ahead to move us toward our collective vision.

As part of this process, we:

• Reflect on and celebrate successes and lessons learned
• Examine the external environment to identify new challenges and opportunities
• Consider where to invest precious human and financial resources for highest impact

This year’s playbook contains eight long-term objectives that focus on enrollment, student success, curricular adaptation, economic and civic development, amplified impact through engagement, and internal capacity around human resources, data, and technology.

The projects highlighted in this playbook represent cross-sector, urgent opportunities and needs. The Office of Strategic Planning and Implementation (OSPI) provides support as the campus community implements them.

These projects do not represent all of the efforts and resources focused on achieving our institutional objectives. University sectors, individual units, and existing institutional efforts like those outlined in UM's Diversity, Equity, and Inclusion plan, contribute to meeting our objectives. OSPI works with leaders across campus to connect and align those efforts.
At the University of Montana our mission is simple. **Our mission is inclusive prosperity.**

To provide a flagship education that's as all-encompassing and awe-inspiring as the Treasure State itself. To be the university that's both accessible and accountable—respected around the world, resourceful in our stewardship of the land that sustains us, and responsive here at home to all of Montana's communities and Indigenous cultures. To be a hub for unbridled curiosity and untamed creativity that's unmatched on either side of the Rockies. So that wherever Grizzlies roam, they thrive, ensuring our world’s rarest treasures and greatest resources flourish and prosper, today, tomorrow, and well into the future.
Vision

The University of Montana will be a

Flagship for the Future

fostering inclusive prosperity and democracy

and creating new knowledge and ways of learning
UM’s Priorities for Action serve as values that guide our decisions and actions. Each objective in this year’s playbook addresses multiple priorities for action.

1. **Place student success at the center of all we do**
   In all of our decisions and actions, we will put the success of our students first. We will focus on student retention, persistence, and success through graduation and beyond.

2. **Drive excellence and innovation in teaching, learning, and research**
   Our curriculum, pedagogy, and research will evolve and adapt to best prepare students and communities to succeed in a dynamic, uncertain world.

3. **Embody the principle of "Mission First, People Always"**
   People make UM successful. We will focus on people’s growth and learning, and on fostering a diverse and inclusive campus.

4. **Partner with place**
   We benefit greatly from our natural setting and our connection to our community, state, and region. We will both use and strengthen that asset through collaborative learning opportunities, research, and service.

5. **Proudly tell the UM story**
   We are an institution whose transformative impact on individual students, Montana, and the world needs to be known.
**Objective 1**

*Increase enrollment through recruitment and access*

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**Strengthen prospective student communications and engagement**

*Executive Sponsors:* Jenny Petty, Vice President for Marketing & Communications; Mary Kreta, Vice President for Enrollment Management and Strategic Initiatives

*Project Leads:* Joey Crowley, Data Analytics Manager, Sydney Hovenkotter, Associate Director of Enrollment Management

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**Refine and implement strategic admit-to-enrollment process**

*Executive Sponsors:* Leslie Webb, Vice Provost for Student Success; Mary Kreta, Vice President for Enrollment Management and Strategic Initiatives

*Project Leads:* Joey Crowley, Data Analytics Manager; Noah Adams, Operations and Personnel Manager

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**Remove barriers and expand financial access through financial aid, fundraising, and advocacy**

*Executive Sponsors:* Mary Kreta, Vice President for Enrollment Management and Strategic Initiatives; Adrea Lawrence, Interim Provost and Vice President for Academic Affairs

*Project Leads:* Leslie Webb, Vice Provost for Student Success; Andrea Janssen, Director, Financial Education

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**Priorities addressed**

- PFA 1: STUDENT SUCCESS
- PFA 2: ACADEMICS & RESEARCH
- PFA 5: TELL THE UM STORY
Objective 2

Increase retention and persistence through enhanced student experiences

Projects

Partner across Campus Life, Grizzly Athletics & Club Sports, and Brand Experience efforts to build a vibrant campus, a sense of belonging, and a uniquely Griz identity.

**Executive Sponsors:** Leslie Webb, Vice Provost for Student Success; Jenny Petty, Vice President for Marketing & Communications; Kent Haslam, Director, Intercollegiate Athletics

**Project Leads:** Nic Hallisey, Associate Athletic Director, Marketing and Communications; Karen Schlatter, Brand Experience Manager

Enhance student well-being through a robust community of care to include expansion of the well-being coordinator program, increased access to Curry Health Center services, and faculty outreach focused on student demographics

**Executive Sponsor:** Leslie Webb, Vice Provost for Student Success

**Project Lead:** Kayli Julius, Wellness Director; Faculty Senate representative

Improve advising through staffing, technology, and partnership

**Executive Sponsors:** Leslie Webb, Vice Provost for Student Success; Adrea Lawrence, Interim Provost and Vice President for Academic Affairs

**Project Lead:** Brian French, Executive Director, Office for Student Success

Priorities addressed

- **PFA 1: STUDENT SUCCESS**
- **PFA 2: ACADEMICS & RESEARCH**
- **PFA 4: PARTNER WITH PLACE**
- **PFA 5: TELL THE UM STORY**
Objective 3

Shape broadly educated and specifically skilled students for a lifetime of success

Projects

Embed career readiness across the curriculum and co-curriculum

**Executive Sponsor:** Adrea Lawrence, Interim Provost and Vice President for Academic Affairs

**Project Lead:** Andrea Vernon, Director of Experiential Learning & Student Success

Identify, enhance, and develop successful cross-college collaboration and relevant interdisciplinary programs

**Executive Sponsor:** Adrea Lawrence, Interim Provost and Vice President for Academic Affairs

**Project Lead:** John DeBoer, Vice Provost for Academic Affairs

Develop a cross-campus effort to model civil dialogue and promote civic and democratic engagement

**Executive Sponsor:** Adrea Lawrence, Interim Provost and Vice President for Academic Affairs

**Project Lead:** Michael Rohd, Director, Co-Lab for Civic Imagination

Priorities addressed

- PFA 1: STUDENT SUCCESS
- PFA 2: ACADEMICS & RESEARCH
- PFA 4: PARTNER WITH PLACE
- PFA 5: TELL THE UM STORY
**Objective 4**

Engage a wider range of learners by expanding educational opportunities to meet learners’ varied needs

**Projects**

**Establish and refine institutional processes to remove barriers to learning opportunities for different learner types and to facilitate learner movement between non-credit and for-credit learning**

*Executive Sponsor:* Adrea Lawrence, Interim Provost and Vice President for Academic Affairs  
*Project Leads:* Paul Gladen, Associate Vice President for Research & Economic Development; Shara Tscheulin, Vice Provost for Educational Initiative and Innovation

**Collaborate with federal, state, and industry partners to expand workforce initiatives and strengthen UM’s position as the cybersecurity training and education hub for Montana**

*Executive Sponsor:* Brad Goan, Senior Advisor for Strategic Innovation  
*Project Lead:* Tom Gallagher, Dean, Missoula College

**Identify and implement market-driven online learning opportunities**

*Executive Sponsor:* Adrea Lawrence, Interim Provost and Vice President for Academic Affairs  
*Project Lead:* Shara Tscheulin, Vice Provost for Educational Initiative and Innovation

**Priorities addressed**

- **PFA 1: STUDENT SUCCESS**
- **PFA 2: ACADEMICS & RESEARCH**
- **PFA 4: PARTNER WITH PLACE**
- **PFA 5: TELL THE UM STORY**
Build partnerships and leverage research and economic development initiatives to address urgent community, state, and global needs

**Projects**

Collaborate with partners to address health needs across Montana, with a particular focus on mental health

**Executive Sponsor:** Brad Goan, Senior Advisor for Strategic Innovation

**Project Leads:** Ashby Kinch, Dean, Graduate School; Michael Rohd, Director, Co-Lab for Civic Imagination

Engage state, federal, and private partners in key research areas, e.g., AI/machine learning, human performance, cyber, biotech, climate, integrated environment, and autonomous systems

**Executive Sponsor:** Scott Whittenburg, Vice President for Research and Creative Scholarship

**Project Leads:** Paul Gladen, Associate Vice President for Research & Economic Development; Drew Reinert, Research Liaison

Strengthen institutional processes for respectfully partnering with tribal communities, serving Indigenous members of the Griz community, and recognizing the sovereignty of Indigenous nations

**Executive Sponsor:** Kelly Webster, Chief of Staff and Associate Vice President for Strategic Planning and Implementation

**Project Lead:** Karla Bird, Tribal Outreach Specialist

**Priorities addressed**

- PFA 1: STUDENT SUCCESS
- PFA 2: ACADEMICS & RESEARCH
- PFA 4: PARTNER WITH PLACE
- PFA 5: TELL THE UM STORY
Attract and support employees through improved recruiting, retention, and management efforts

**Projects**

Implement new strategies and processes in seeking, attracting, and onboarding talent

*Executive Sponsor:* Shawn Blair, Interim Associate Vice President of Human Resource Services

*Project Leads:* Libby Newman, Compensation Manager; Marcie Briggs, Director of Recruitment and Compensation

Design improved processes for developing managers and supporting performance management

*Executive Sponsors:* Shawn Blair, Interim Associate Vice President of Human Resource Services; Amy Kinch, Deputy Chief of Staff and Special Assistant on Campus Relations

*Project Lead:* Jasmine Laine, Director, Office of Organizational Learning and Development

Build deeper organizational capacity in HRS and conflict prevention and resolution

*Executive Sponsors:* Seth Bodnar, President; Amy Kinch, Deputy Chief of Staff and Special Assistant on Campus Relations

*Project Leads:* Alicia Arant, Associate Vice President of Conflict Resolution and Policy; Shawn Blair, Interim Associate Vice President of Human Resource Services

Priorities addressed

PFA 3: PEOPLE ALWAYS  PFA 4: PARTNER WITH PLACE  PFA 5: TELL THE UM STORY
Broaden alumni, community, and donor engagement

**Shape the UM narrative and empower external partners to promote and showcase the University of Montana’s brand, accomplishments, and impact**

*Executive Sponsor:* Jenny Petty, Vice President for Marketing & Communications

*Project Leads:* Andy Chapman, Director of Brand Strategy; Dave Kuntz, Director of Strategic Communications

**Expand and deepen Alumni’s campus and community partnerships**

*Executive Sponsor:* Mary Kreta, Vice President for Enrollment Management and Strategic Initiatives

*Project Lead:* LeAnn Layton, Director, Alumni Relations

**Develop a joint UM/UM Foundation strategy for impactful growth in philanthropic giving**

*Executive Sponsor:* Cindy Williams, President and CEO, UM Foundation

*Project Lead:* Kate Jennings, Vice President of Development, UM Foundation

**Adapt Grizzly Athletics and the Adams Center to foster a championship culture, build Griz pride, and further position campus as a hub for community and statewide engagement**

*Executive Sponsors:* Kent Haslam, Director, Intercollegiate Athletics; Paul Lasiter, Vice President for Operations and Finance

*Project Leads:* Sheryl Brown, General Manager, Adams Center; Chuck Maes, Senior Associate Athletic Director, Facilities and Events

**Priorities addressed**

- PFA 1: STUDENT SUCCESS
- PFA 2: ACADEMICS & RESEARCH
- PFA 3: PEOPLE ALWAYS
- PFA 4: PARTNER WITH PLACE
- PFA 5: TELL THE UM STORY
Strengthen core infrastructure and processes to mitigate risk and improve students’ and employees’ campus experiences

**Projects**

**Design data structures and processes that support decision making**

*Executive Sponsor:* Zach Rossmiller, Associate Vice President for Information Technology and Chief Information Officer

*Project Lead:* Pope Ashworth, Interim Director of Institutional Research

**Modernize Banner to increase efficiencies and capabilities for employees and students**

*Executive Sponsor:* Zach Rossmiller, Associate Vice President for Information Technology and Chief Information Officer

*Project Lead:* Corey Cardoza, Deputy Chief Information Officer, Enterprise & Strategic Technology

**Implement One Digital Identity—a single username and email address with multi-factor authentication—to provide a simpler, integrated user experience for students and employees and to mitigate security and privacy risks**

*Executive Sponsor:* Zach Rossmiller, Associate Vice President for Information Technology and Chief Information Officer

*Project Leads:* Jonathan Neff, Chief Information Security Officer; Scott Holgate, Executive Director of Cyberinfrastructure

**Priorities addressed**

PFA 1: STUDENT SUCCESS  PFA 2: ACADEMICS & RESEARCH  PFA 3: PEOPLE ALWAYS