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University of Montana: Building a University for the Global Century

2014 Institutional Assessment Report

A linked and comprehensive planning, budgeting, implementation, and assessment structure is key to the cost-effective achievement of the University of Montana's mission. Moreover, ensuring the adequacy and stewardship of resources is an ongoing and critical component of UM's mission.

The Institutional Assessment Report, an essential part of UM's resource management process, is published annually. Assessment requires careful analysis of outcomes. By comparing results with established goals and objectives, a rational basis is provided for the next round of planning. Assessment results help UM compare performance and experience with similar institutions, choose strategic target comparators, and assess the current status of achievement. This document is an executive summary of UM's annual assessment process. It summarizes performance outcomes for 2014 from many different assessment instruments and is organized around the five major strategic issues identified in the Strategic Plan.

PARTNERING FOR STUDENT SUCCESS

Preparing K-12 students

- UM works with Montana schools to ensure incoming students are prepared for the demands of higher education- 55% of incoming students completed UM's recommended full college preparatory curriculum.
- Incoming freshmen averaged a 3.27 high school GPA. The average ACT score for the incoming class was 23.5 (U.S. average is 20.9).

Transitioning to college

- The three-year rolling average for UM's first-year retention rate is 78%.
- Efforts to attract college-prepared students are effective. The first-year GPA of the fall 2012 freshman cohort rose to 2.82, nearing the strategic goal of 3.00.
- The Montana Digital Academy, which offers advanced, online high school courses statewide, enrolled 7,884 students. In 2014-15, the Digital Academy will incorporate EdReady, a college-prep curriculum, using a \$2.4 million gift from the Dennis and Phyllis Washington Foundation.
- Enrollment in dual credit courses (which allow high school students to earn both high school and college credits) reached 441.

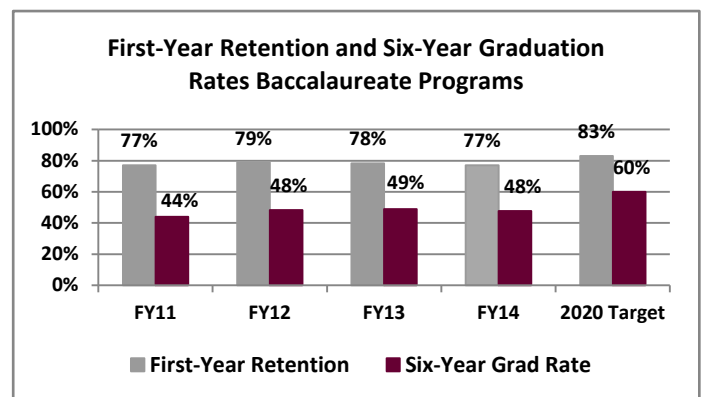
Integrating the early college curriculum

- 176 outstanding high school students chose the Davidson Honors College (DHC) for their university education. Total DHC enrollment is 643; 114 students are recipients of Presidential Leadership Scholarships.
- Freshman enrollment in seminars and experiential coursework, including service learning, grew to 730.

Engaging students

- A record number of students enrolled in more than 9,336 credit-bearing academic enrichment activities: 5,992 internships; 362 study abroad experiences; 33 national student exchanges; 2,729 service learning and volunteer activities; 220 undergraduate research and creative scholarship projects.
- Retention of upper-division students stands at 84.9% (3-year average); UM is working to improve student retention through outreach, advising and the provision of dynamic learning opportunities.
- The rolling average for the six-year graduation rate is 48.3%, while the two-year programs at Missoula College averaged a 27.4% completion rate.

Strengthening student support



- More students took advantage of UM tutoring services last year, with 6,354 visits to the Math Learning Centers, 4,574 visits to the Writing Center and 2,421 visits to Study Jam. Students reported that Study Jam helped them effectively prepare for exams and feel more confident about their knowledge of the material.
- The Undergraduate Advising Center held 5,029 appointments with students to provide academic/career advising and four-year graduation planning.
- The UM Foundation received \$13,154,969 in gifts/pledges to fund student scholarships, including \$956,659 in gifts/pledges for School of Law student scholarships.

Emphasizing faculty and staff development

- The Faculty Development Office held 23 professional development sessions, attended by 412 faculty from 94% of academic departments.
- The Pedagogy Project, a faculty-led effort to encourage reflection and discussion about teaching at UM sponsored a faculty discussion series and a small group analysis feedback program.
- In 2013-2014, 32 faculty took sabbatical leave and four participated in international exchanges.
- 864 employees participated in HRS-sponsored trainings and workshops in the areas of professional development, compliance, supervision, policy and procedure, and wellness.

EDUCATION FOR THE GLOBAL CENTURY

Strengthen foundational academic programs

- The College of Humanities and Sciences hired new faculty in Political Science, Psychology, and Computer Science.
- George M. and Jane I. Dennison Doctoral Fellows in History Endowment was established to support fellowships in the Department of History.

Two-year programming responsive to local, regional, state and national needs

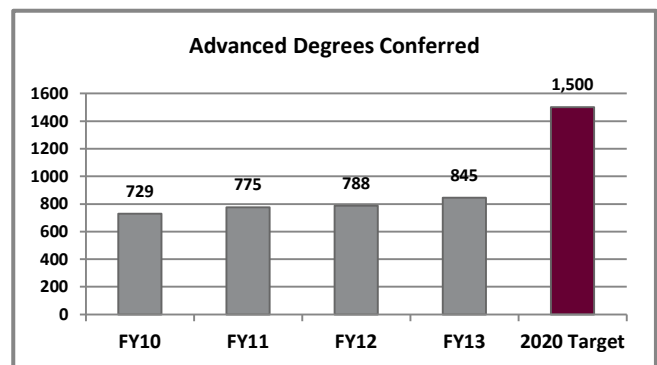
- The 2014 Missoula College Nursing NCLEX PN Licensure Exam pass rate was 100% and the Surgical Technology certification exam pass rate was 95%.
- Missoula College and Bitterroot College entered a consortium partnership in a statewide TAACCCT grant and now offer students an opportunity for a stackable credential of completion in Welding.

Innovation through graduate education

- The number of graduate degrees awarded continues to grow. 845 students earned master's, professional, and doctoral credentials.
- The Graduate School is developing an annual reporting mechanism to track graduate students' scholarly accomplishments.

Global engagement and leadership at all levels

- The retention rate for freshman enrolled in the Global Leadership Initiative is 85%. GLI students focus on significant interdisciplinary questions and challenges faced by today's society.
- UM ranks 12th among medium-sized universities in Peace Corps undergraduate alumni volunteers and 10th in master's-level international programs.



DISCOVERY AND CREATIVITY TO SERVE MONTANA AND THE WORLD

Enhance contributions by faculty and students through research

- Research resulted in 10 patent applications, 12 invention disclosures, two license agreements and six new companies.
- The 2014 World University Rankings placed UM in the top 300 universities worldwide. The composite measure of research impact (citations) was 74.8, a figure comparable to that of several universities ranked in the top 50.

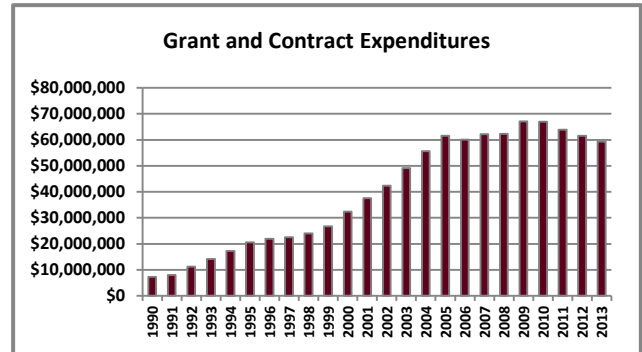
- Publications acknowledged in ISI citation indices (natural and social science journals) reached 532.
- Professors Steve Running, Ray Callaway and Gordon Luikart were named among “the World’s Most Influential Scientific Minds” by Thomson Reuters.

Expand knowledge and cultural diversity through creative scholarship

- UM faculty and students were responsible for 375 visual and performing arts exhibitions and performances.
- The Mansfield Library launched ScholarWorks, an open access repository service that showcases published and unpublished works of UM faculty, students, and staff and makes UM research and creative scholarship easier to find, share and use. In the seven months since its launch, over 8,250 scholarly works were uploaded.
- Stephen Kalm, Dean of the College of Visual and Performing Arts, performed in Harry Partch’s opera “The Wayward” at Carnegie Hall in April 2014.

Turn today’s discoveries into tomorrow’s products through technology transfer, contributing to the creation of ideas, jobs, and business opportunities

- With a grant from the Blackstone Charitable Foundation, UM began a new partnership with MSU, Headwaters RC&D and the University of Miami to establish a LaunchPad program that encourages and supports entrepreneurship by UM students and alumni. In the first nine weeks of the UM program, 79 participants (55 students, 24 alumni) registered and submitted 40 new ventures.
- The volume of extramurally funded research activity was \$59.8 million.



DYNAMIC LEARNING ENVIRONMENT

People – Lead in recruiting, retaining & developing the highest quality students, faculty & staff

- UM students received an extraordinary number of national awards for their scholarly activities. Mara Menahan was awarded a Truman Scholarship; Hope Radford a Udall Scholarship; Corey Bressler a Udall Honorable Mention; Rebecca Boslough a Congress-Bundestag Youth Exchange for Young Professionals award; Morgan Azeka and Kyle Koslosky received Critical Language Scholarships; Michell Grocke, Erin Hastey, Christina Bloemen and others received Fulbright awards.
- Professor Ron Wakimoto was awarded the Biswell Lifetime Achievement Award from the Association for Fire Ecology.
- Mark LoParco, Director of Dining Services, won the Silver Plate Award, recognizing a lifetime of achievements in advancing the foodservice industry.

Programs – Provide programs of distinction, create local and worldwide partnerships, connect programs to our unique location

- UM added the following new programs: Network and Information Security certificate, Sustainable Business Strategy certificate, Journalism minor, Language Rejuvenation and Maintenance certificate, online B.A. in Media Arts, and Social Media Management option.
- Students took 27,119 online student credit hours during summer, fall and spring semesters.

Infrastructure – Use technologies and practices that optimize the learning experience while modeling sustainability

- The percentage of classrooms and laboratories equipped with technology reached 56%.
- An environmental assessment for the new Missoula College building was completed in May. Groundbreaking at the site on East Broadway is scheduled for August 2014.
- SpectrUM celebrated the grand opening of an expanded museum in downtown Missoula in August 2013.

- A new cyber-innovation lab was created to train students in cybersecurity and the use of “big data” to solve real-world problems using massive datasets.

Culture – Encourage engagement and a passion for learning in all students

- Enrollment in courses offered by the Montana Osher Lifelong Learning Institute reached 2,294.
- The University held its first TEDx event featuring UM students, faculty and staff.
- Every year, over 100 UM students present their research and creative scholarship at the Undergraduate Research conference.



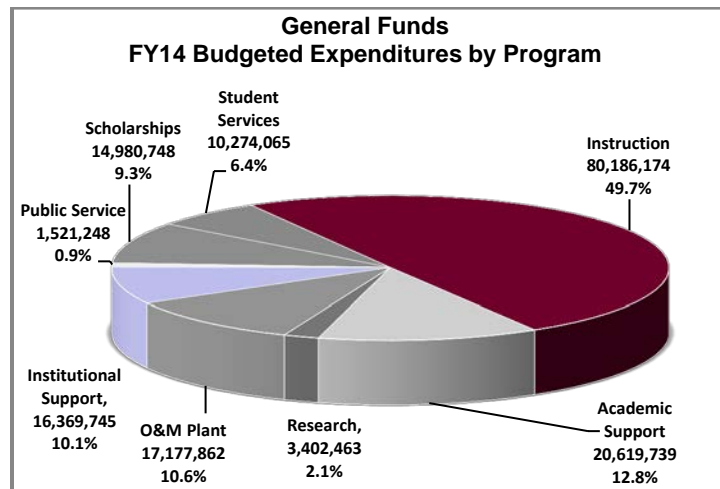
Place – Integrate the character of the campus environment into discovery and instruction

- The University submitted a request to renew its Carnegie Community Engagement Elective Classification in order to retain national recognition as a highly engaged university through 2020.
- Living Learning Communities allow students with a common academic or social interest (intercultural, veterans, chemistry) to live together on the same floor or wing of a residence hall.

PLANNING-ASSESSMENT CONTINUUM

Linkage of plans and resources

- Collaboration with diverse campus constituents informed the updated [UM Strategic Plan](#). Closely linked with the NWCCU accreditation process, it sets the strategic directions that will shape the University for the remainder of the decade and includes performance indicators by which progress toward mission achievement is measured.
- The NWCCU Year 3 Self-Evaluation Report submitted March 1, 2014, incorporates the University's strategic goals.
- The combined endowment value for UM and the UM Foundation was \$141,626,088.
- The University committed 68.8% of general funds toward instruction, academic support, and student services, approaching the strategic goal of 70%.



Transparent and participative processes throughout the cycle

- 100% of UM's strategic and operating plans are published and available online. Annual assessment reports and budget allocations are also published and available online to the campus and the community.
- The recommendations of working groups (enrollment management, revenue enhancement, resource allocation, cost savings, and academic programming) were presented to campus in an open forum on October 21, 2013.

Data-driven decisions and goal-setting

- Structured parallel to the Strategic Plan, this Institutional Assessment Report, along with the more detailed assessment data upon which it is based, forms the basis of the President's annual State of the University Address at the beginning of the new academic year.
- The University Planning Committee will update the Strategic Plan in fall 2014 to reflect current assessment data and to refine the planning priorities for the upcoming biennium.

Objective and timely assessment of outcomes

- The Faculty Senate approved a new University-wide Writing Assessment process in October 2013. A Writing Retreat was held on April 25, 2014, with more than 40 faculty and instructors participating in the scoring of students' essays. Of the papers drawn from lower-division writing courses, 7% were scored as novice, 50% as nearly proficient, 39% proficient, and 5% advanced.
- Institutional assessment reports, including the UM Report Card, are published at the conclusion of each fiscal year.
- Assessment continues to be a high priority at UM. The NWCCU response to the University's 2014 Year 3 Report recommends that UM continue to refine its conceptual frame work for implementing assessment.