

Foresters' Ball

**Strategic Plan
May 7, 2012**

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Statement of Approval:

The Foresters' Ball Strategic Plan will be implemented as described herein with the full concurrence and support of the undersigned.

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The Foresters' Ball Strategic Plan will be reviewed and amended as necessary by January 25, 2013. Changes will be submitted for approval to the signatories above. The amendments to this plan along with approval signatures will be included as an addendum to the current version of the Foresters' Ball Strategic Plan.

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Executive Summary

The Foresters' Ball has a long tradition of providing many benefits to the University of Montana, its students, the natural resource management profession, and the entire community of Missoula and Montana. These benefits include leadership development, networking between campus, alumni, and the broader community, and student scholarships. However, the serious problem of binge-drinking and related inappropriate behaviors threatens the future of this renowned tradition. This Strategic Plan puts the Foresters' Ball in a position to be a leader by directly tackling the issue of binge drinking.

The Foresters' Ball student leadership is committed to serving as leaders on the University of Montana campus by hosting a high-profile alternative-to-drinking event. The Foresters' Ball is an ideal event to serve as a campus model of an alcohol-free celebration because the infrastructure, leadership, venue and popularity are already well established.

To ensure a safe and healthy Foresters' Ball environment, the student leadership will:

- Change the time of the dance to 7-11 p.m.;
- Implement a new security plan to deal with intoxicated individuals;
- Eliminate the passion pit; and
- Allow the ranking Public Safety Officer to terminate the event if necessary.

A publicity campaign will focus on changing the image and expectations of the Foresters' Ball through several key messages:

- "You can have fun without drinking";
- Foresters' Ball alcohol intolerance and increased security measures attendees should expect; and
- Sharing Foresters' Ball core traditions and values.

This campaign will work to eliminate the current mindset that the Foresters' Ball is linked with drinking, as well as clearly communicate the strict enforcement of the Foresters' Ball alcohol policy.

To partner for community education, involvement and benefit, the Foresters' Ball will broaden the scope of our interface with the Missoula community by hosting a:

- Careers in Natural Resource Management Fair;
- Community Forestry Day; and
- Adding a theme based educational building.

The financial viability of the Foresters' Ball is integral to its operation. The Foresters' Ball works to generate scholarships for students and cannot operate at a loss. The Foresters' Ball requests a partnership with The University of Montana to make these cost increases more bearable.

Table of Contents

Executive Summary	4
1. Introduction	6
2. Description	7
3. Issues Facing the Foresters' Ball	8
4. Objectives	9
5. Alignment with University of Montana Strategic Plan	10
5.1 Partnering for Student Success	10
5.2 Education for the Global Century	10
5.3 Dynamic Learning Environment.....	10
5.4 The Planning-Assessment Continuum.....	11
6. Detailed Operational Plan	11
6.1 Ensure a Safe and Healthy Foresters' Ball Environment	11
6.1.1 Change in Time of the Foresters' Ball Dance	11
6.1.2 Detailed Security Plan	13
6.1.3 Limit the Attendance Through Decreased Ticket Sales	15
6.1.4 Eliminate the Passion Pit.....	15
6.1.5 Termination	16
6.2 Publicity Campaign to Change Image and Expectations of Foresters' Ball	16
6.2.1 Key Messages.....	16
6.2.2 Communication of key messages	17
6.3 Partnering for Community Education, Involvement, and Benefit.....	17
6.3.1 Careers in Natural Resource Management Fair	18
6.3.2 Community Forestry Day.....	21
6.3.3 Theme Based Exhibit	23
6.4 Ensure Financial Viability of the Foresters' Ball	23
6.4.1 Attendance	25
6.4.2 Scholarships.....	25
6.4.3 Request.....	26
7. Assessment.....	26
8. Key Contacts	27

1. Introduction

The student-written, Foresters' Ball Strategic Plan will establish a foundation for effecting positive cultural changes surrounding the Foresters' Ball by addressing the two main issues threatening the future of the Foresters' Ball: binge drinking and the associated potential for inappropriate behavior.

The Foresters' Ball student leadership is committed to serving as leaders on the University of Montana campus by hosting a high-profile alternative-to-drinking event that tackles the issue of binge drinking head-on. The Foresters' Ball is an ideal event to serve as a campus model because the infrastructure, leadership, venue and popularity are already well established.

In 2002, the National Institute on Alcohol Abuse and Alcoholism's Task Force on College Drinking stated that "to achieve a change in culture, schools must intervene at three levels: at the individual-student level, at the level of the entire student body, and at the community level. Research conducted to date strongly supports this three-level approach. Within this overarching structure, schools need to tailor programs to address their specific alcohol-related problems."¹ The Forester's Ball provides an opportunity for The University of Montana to proactively implement and assess a strategy that has elements at all three levels. Additionally, offering and promoting alcohol-free events is one of five environmental management strategies recommended in HEC for Alcohol Drug Abuse, and Violence Prevention's 2007 "Experiences in Effective Prevention Report". This report notes that "many campus administrators are now investing additional resources to create and promote substance-free events and activities; provide greater financial support to substance-free student clubs and organizations; open or expand a student center, gym, or other substance-free settings; and develop student service learning or volunteer activities." The Forester's Ball as conceived in this strategic plan matches the definition of this type of event.

"While there is little research on the extent and effectiveness of alcohol-free alternative events on college campuses as a component of a comprehensive prevention approach, anecdotal evidence suggests that this is an increasingly popular approach. According to a 2011 Wall Street Journal article, "As more schools offer increasingly creative alternatives to shots and beer pong, they say they see noticeable declines in drinking."¹ Not only does the Foresters' Ball provide an opportunity to develop a model program at The University of Montana, it also provides an opportunity for student's to engage in research to evaluate its effectiveness.

Neighbors et al.² suggest that event-specific prevention can bring in the community: "focusing on alcohol problems tied to a specific event can energize a campus–community coalition, giving it a defined problem to solve, in contrast to the more

¹ US Dept. of Education's Center for Alcohol Drug Abuse and Violence Prevention. 2011. March Update, p 1.

² Neighbors et al. 2007. Event-specific prevention: Addressing college student drinking during known windows of risk. *Addictive Behaviors*. 32:2667-2680.

daunting task of developing exhaustive prevention and intervention programs. Progress on event-specific prevention can serve as a springboard for a larger prevention effort, with coalition members practiced in thinking strategically and working together.” Using the Forester's Ball in this way provides an opportunity to bring in the community of Missoula in a positive way. This Strategic Plan includes strengthening existing partnerships and building new ones to address the campus- and community-wide issue of excessive alcohol consumption. The Foresters' Ball alone will not be able to change the culture of drinking on the University of Montana Campus. However, the Foresters' Ball is well-positioned to serve as a cornerstone to other campus-wide initiatives tackling the problem of binge drinking.

Changes to the Foresters' Ball include ensuring the Foresters' Ball is a safe and healthy event, embarking on a publicity campaign to change the image and expectations of the Foresters' Ball, and by partnering for community education, involvement and benefit. The Foresters' Ball is committed to these changes, ensuring the future of the Foresters' Ball on campus by making it a safe and financially viable event. These changes will be made while retaining the core traditions of Foresters' Ball, which include: creating and hosting a fun and unique dance with live music, providing student leadership experience, generating student scholarships, building practical skills, and maintaining connections with alumni.

This plan has been formulated by the Foresters' Ball Committee with the input and assistance of the Environmental Health and Risk Management Department, Office of Public Safety, College of Forestry and Conservation faculty, Forestry Scholarship Association, University of Montana Administration, UM Residence Life Office, and Missoula County Sheriff's Department.

2. Description

The Foresters' Ball at The University of Montana is a student-organized, themed dance that generates scholarship funds for University of Montana students. The Foresters Ball celebrates America's past and present utilization of natural resources. In 1915, students of the School of Forestry at Montana State University (as the College of Forestry and Conservation and The University of Montana were then called) held the first Foresters' Ball. In its present form, students build an 1880's-style logging town inside one of the campus gymnasiums. All proceeds generated by the Foresters' Ball fund scholarships benefitting students involved in the planning and production of the event. Several student organizations within the College of Forestry and Conservation take on major roles in the planning, construction, operation, and deconstruction of the Foresters' Ball, namely the Forestry Student Association, Woodsman Team, Student Chapter of the Wildlife Society, Student Recreation Association, Student Chapter of Society of American Foresters, and the Student Association of Fire Ecology and Management. Additionally, this event affords students the opportunity to gain practical life skills, forge community contacts, and build lifelong friendships. The leadership opportunities

provided by the Foresters' Ball are exceptional and serve students well, regardless of their eventual career path.

3. Issues Facing the Foresters' Ball

Binge drinking on college campuses is not solely a concern of the Foresters' Ball. Nationwide, binge drinking has become a critical issue, and the University of Montana is no exception. According to the National Institute on Alcohol Abuse and Alcoholism, binge drinking is on the rise across campuses nationwide.³

Drinking is a problem on The University of Montana campus, not only associated with the Foresters' Ball. For example, alcohol related Student Conduct Code violations from the office of Residence Life increased from 610 in 2009 to 736 in 2010, the most current year records are available for.⁴

Binge drinking is also community issue. 2012 is on track to set a record for alcohol related deaths, with seven alcohol related deaths occurring in Missoula County in only the first nine weeks of the year⁵.

Enforcement of the Foresters' Ball alcohol policy through screening at the door and visible law enforcement presence has increased substantially over the past decade. This has coincided with a noticeable increase in the number of attendees arriving dangerously intoxicated, leading to an unacceptably high risk of injury or death.

Sexual assault is an issue in the Missoula community and on the University of Montana campus. Recent events on and around campus have prompted an investigation by former Montana Supreme Court Justice Diane Barz. Honorable Judge Barz found that "a risk factor of alcohol has been involved in most reports [of sexual assault]."⁶, a finding that is backed up in the scientific literature.⁷

Research shows that a change in the culture of binge drinking on college campuses must be brought about by a three tiered approach at "the individual-student level, at the

³ National Institute of Health. 2007. "What colleges need to know now: An update on college drinking research". NIH Publication No. 07-5010. Available at: http://www.collegedrinkingprevention.gov/1College_Bulletin-508_361C4E.pdf, accessed March 24, 2012.

⁴University of Montana Public Safety. 2011. 2011 Crime Statistics. Available at: http://umt.edu/publicsafety/docs/2011_Public_Safety_Booklet.pdf, page 10. Accessed March 24, 2012.

⁵ Florio, Gwen. 2012. "Recent DUI deaths in Missoula highlight a stubborn drinking culture". *Missoulian*. March 11, 2012.

⁶ Barz, Diane. 2012. Investigation Report, January 31, 2012. Available at <http://www.umt.edu/president/docs/DBarzInvestigationReport.pdf>. Accessed March 24, 2012.

⁷ Hingson, R., T. Heeren, R. Zakocs, A. Kopstein, and H. Wechsler. 2002 Magnitude of alcohol-related mortality and morbidity among U.S. college students ages 18-24. *Journal of Studies on Alcohol*. March 2002: 136-144.

level of the student body, and at the community level”.⁸ The Foresters' Ball will work to be part of the solution at The University of Montana and in the Missoula community.

4. Objectives

The Foresters' Ball student leadership is committed to serving as leaders on the University of Montana campus by hosting a high-profile alternative-to-drinking event that tackles the issue of binge drinking head-on. To address the issues of alcohol consumption and the related behavioral and personal consequences, the Foresters' Ball will be making physical, cultural and substantive changes to ensure the continuance of the event. The Foresters' Ball will also assist the University in reshaping overall student behavior.

The Foresters' Ball Strategic Plan includes the following objectives:

Ensuring a Safe and Healthy Foresters' Ball Environment

The Foresters' Ball will create and maintain an alcohol- and assault-free environment for all participants that will serve as a model alternative-to-drinking event on campus. Measures to accomplish this objective include: a detailed security plan for excluding individuals under the influence of alcohol; shortened duration; limiting ticket sales per night; and eliminating the passion pit.

Publicity Campaign to Change Image and Expectations of Foresters' Ball

The publicity campaign will refocus the public perception of the Foresters' Ball and its core traditions. The Foresters' Ball will build and strengthen partnerships with appropriate campus and community entities to promote a clear, consistent, and accurate message communicating the changes to the Foresters' Ball, including strict enforcement of alcohol policies, and the idea that “you don't need to drink to have fun”.

Partnering for Community Education, Involvement, and Benefit

The Foresters' Ball will reach out to the surrounding community by holding a Careers in Natural Resource Management Fair and a Community Forestry Day in conjunction with the Foresters' Ball. Additionally, a new theme-based exhibit will replace the passion pit to increase educational opportunities at the Foresters' Ball venue.

Ensure Financial Viability of the Foresters' Ball

The Foresters' Ball will continue to generate scholarship funds. The changes outlined in this plan will increase operational costs incurred by the Foresters' Ball and may decrease revenues through reduced ticket sales. Partnering with The University of Montana will be essential in maintaining the financial viability of the Foresters' Ball.

⁸ National Institute on Alcohol Abuse and Alcoholism. 2002. “A Call to Action”

5. Alignment with University of Montana Strategic Plan

This plan for the continuation of the Foresters' Ball on campus aligns with the University's Strategic Plan in the following ways:

5.1 Partnering for Student Success

Development and implementation of the Foresters' Ball Strategic Plan and the series of events contained within the Foresters' Ball, as envisioned in this document, requires strengthening old partnerships and creating new relationships. This combined effort will ensure students successfully maintain this outstanding leadership opportunity, continue generating scholarship funds to help alleviate the rising costs of higher education, and enable students to reach leadership and scholarship goals while continuing to succeed in the classroom. These partnerships include those with CFC faculty, Forestry Scholarship Association, University of Montana Office of Public Safety, Missoula Area Chamber of Commerce, Student Assault Resource Center, Curry Health Center, and local businesses.

5.2 Education for the Global Century

The Careers in Natural Resource Management fair, to be held on the Friday of the Foresters' Ball, will inform high school juniors and seniors of the diverse, relevant, and frankly fun academic and career opportunities available to them in natural resources. The Community Forestry Day, to be held on the Saturday of the Foresters' Ball, will engage younger children, their parents, and other community members in natural resource management topics with the intent of sparking and feeding a life-long interest in our shared natural resources. The future success of our increasingly global society depends upon the wise management of natural resources and the recognition that industry is a present and necessary component to wise natural resource management.

5.3 Dynamic Learning Environment

Students involved in leadership positions within the Foresters' Ball organization receive a year-long, intensive learning experience that includes working with community partners, negotiating a complex bureaucracy, mentoring and leading their peers, and organizing an intricate series of events. These are all skills that are highly applicable outside the Foresters' Ball and help to prepare graduates to become engaged and productive citizens in an ever-changing society

There are few more dynamic learning environments at the University of Montana than that provided by the year-long, student-run planning process culminating in the Foresters' Ball. In addition to preserving this 95-year tradition on campus, this plan expands the events surrounding the Foresters' Ball to include broader segments of the community. The Foresters' Ball engages students in the development and maintenance of partnerships with faculty, administration, alumni, forest industry leaders, local

businesses, and the community at large.

5.4 The Planning-Assessment Continuum

The Foresters' Ball employs a planning-assessment continuum that mirrors that of The University of Montana. This plan outlines specific goals and achievements targeted at the 96th Foresters' Ball, and subsequent balls. This plan grew, in part, out of a full-day after-action review of the 95th Foresters' Ball. Likewise, the planning for the 97th Foresters' Ball will follow the successful completion of the 96th Foresters' Ball, learning from the process and adapting as needed. This annual planning process ensures that knowledge of successes and failures is passed from one student-led planning committee to the next.

Foresters' Ball organizers will work with the Institute of Tourism and Recreation Research at The University of Montana to develop an exit survey to measure the effectiveness of publicity campaigns, participant satisfaction, economic impact to the Missoula community, and other variables associated with the Foresters' Ball. These responses will aid future planning processes of the Foresters' Ball and related events such as the Careers in Natural Resource Management Fair and Community Forestry Day, as well as the potential for developing future events surrounding the Foresters' Ball.

6. Detailed Operational Plan

The following section details specific actions the student leadership of the Foresters' Ball will take to position the Foresters' Ball as a model for a successful, student-run alternative-to-drinking event.

6.1 Ensure a Safe and Healthy Foresters' Ball Environment

6.1.1 Change in Time of the Foresters' Ball Dance

The Foresters' Ball student leadership is committed to serving as leaders on the University of Montana campus by hosting a high profile alternative to drinking event that tackles the issue of binge drinking head on. The Foresters' Ball is an ideal event to do this because the infrastructure, leadership, venue and popularity are already well established.

The current literature on the subject⁹ suggests that to effectively host an event which is an alternative to drinking, the event should meet the following criteria:

1. Be held during the hours that are otherwise peak drinking hours, generally recognized as 10 p.m. to 4 a.m.
2. Promote the event as alcohol free

⁹ DeJong, W., J. Anderson, T. Colthurst, L. Davidson, L. Langford, V. Mackay-Smith, B. Ryan, H. Stubbs. 2007. Experiences in effective prevention: The US Department of Education's alcohol and other drug prevention models on college campuses grants. Available at: <http://higheredcenter.ed.gov/files/product/effective-prevention.pdf>. Accessed April 10, 2012.

- a. Expansive publicity campaign which highlights this as a key message
3. Include specific event/activity focus that is an alternative to drinking
 - a. Dancing to live music on one of the largest dance floors in Montana
 - b. Free soft drinks and chili
 - c. A photo booth staffed by a professional photographer featuring props
 - d. An interactive, student constructed logging town
 - e. Two educational buildings: theme based exhibit, Foresters' Ball museum
4. Encourage engaging in nonalcoholic activities prior to the event
 - a. For example: the Careers in Natural Resource Management Fair, the Community Forestry Day, and dance lessons
5. Deny reentry
 - a. This has always been a policy of the Foresters' Ball
6. Prohibit entry of those who arrive intoxicated
 - a. Measures to prohibit entry are detailed in the security plan (with backing of Public Safety and Environmental Health and Risk Management)

Three alternatives have been considered for the timing of dance portion of the Foresters' Ball. Alternative B was agreed upon by all parties for the 96th Foresters' Ball.

6.1.1.1 Event Hours

Alternative A:

Dance: 9:00 p.m. to 1:00 a.m., with dance lessons from 8:00 p.m. to 9:00 p.m.

Research indicates that events which successfully provide an alternative to drinking must occur during prime drinking hours (generally recognized as 10 p.m. to 4 a.m.)¹⁰.

As such, keeping the hours of Foresters' Ball later in the evening will meet all six of the above criteria, as detailed in the list above. Initially it may be more difficult to discourage people from showing up to a later event intoxicated, but in the long run it will be more effective at serving as an event that provides a true alternative to an evening of drinking.

Alternative B:

Dance: 7:00 p.m. to 11:00 p.m., Doors close at 9 p.m.

This option will meet five of the above criteria, with the exception of having the event during peak drinking hours. Earlier hours and closing the doors for entry halfway through may more successfully limit the number of attendees who arrive intoxicated. This is the alternative that Environmental Health and Risk Management and Public Safety endorse as it will likely be easier to enforce the alcohol-free nature of the event, ensuring the success of the event in the short-term. This is the alternative that is agreed upon for the 96th Foresters' Ball.

¹⁰ US Dept. of Education's Center for Alcohol Drug Abuse and Violence Prevention. 2011. March Update, p 1.

Alternative C:

Carnival: 11:00 a.m. to 8 p.m. on Saturday

This one day event would be hosted during fair weather in September or May. The Foresters' Ball would be built as usual, with the Oval as the venue. The Careers in Natural Resource Management Fair and the Community Forestry Day would be combined with the Foresters' Ball dance and held together as one singular event. The event would feature food, games and live music to celebrate Forestry.

This alternative has several flaws which make it infeasible:

For several reasons, this alternative will avoid, and even ignore, the issue of excessive alcohol use. Most importantly, changing the Foresters' Ball to a daytime event completely avoids the issue of binge drinking and fails to provide an opportunity for student leadership on this important social issue. The University of Montana would squander an opportunity to make a statement on the acceptability of binge drinking on campus by abandoning an evening dance. The event would be billed as free and open to the public, primarily because controlling admission to an outdoor event would be nearly impossible, completely ignoring criteria five and six above. The hours of this alternative do not correspond to peak drinking hours and therefore fail to provide an alternative to drinking.

Additionally, the practicality of an outdoor venue for the Foresters' Ball is minimal. Discussions with Facility Services indicate the Oval is an unacceptable venue option as the impact on the turf would cost a "ridiculous amount" to repair. As well, vandalism may likely occur to buildings, supplies, and equipment in this open, public area. Finally, the chainsaws, hammers, and heavy equipment used in the construction of the Foresters' Ball would disrupt the learning environment on campus.

The Foresters' Ball relies solely on ticket sales to raise funds to pay bills and generate scholarships. Dean James Burchfield pledged \$10,000 for this alternative next year, but the current economy and governmental budget cuts could easily leave the Foresters' Ball scrambling in future years.

6.1.2 Detailed Security Plan

The Foresters' Ball Risk Management Plan contains the following sections:

- Construction Risk Management
- Security
 - Security Personnel
 - Door Policy
 - Problem Individuals Policy
 - Operating Procedures for Posse (student security)
- Emergency Exit Procedure
- Fire
- Medical

The sections under Security that are relevant to this Strategic Plan are Security Personnel, Door Policy, and Problem Individuals Policy. These sections are detailed below. These policies apply to all Foresters' Ball participants, including forestry students and alumni.

6.1.2.1 Security Personnel

Safety and Security personnel at the Foresters' Ball will include, at a minimum: 10 University of Montana Public Safety Officers, 8 Special Event Team members, 12 student Posse members, 3 EMT volunteers and a fully staffed Missoula Emergency Services Incorporated ambulance. The Foresters' Ball will maintain a maximum ratio of 36 attendees per security member.

6.1.2.2 Door Policy

- Sobriety of patrons is a condition for admission to the Foresters' Ball.
- Entrance lines outside the ticket booth will be single file and will move slowly to act as a passive field sobriety test.
- Continuous patrols along the line will be carried out by Public Safety Members and Posse.
- The Public Safety Members, trained in detecting intoxicated individuals, will work with Posse to identify individuals under the influence of alcohol.
- Individuals who are deemed intoxicated will be addressed according to the "Problem Individuals Policy".
- Upon entry, all attendees will be searched for contraband; including, but not limited to, alcohol and weapons.
- Searches will be carried out by Posse members with Public Safety supervision.
 - All purses, bags and backpacks will be opened and examined.
 - Boots will be checked by having attendees lift their pant leg up.
 - Pockets and waistlines will be checked by having attendees lift shirts and sweatshirts away from the waistline and removing items from pockets for further examination.
- Any attendee who refuses to cooperate with Posse during the search will be denied entry into the event and may be referred to the supervising Public Safety Officer.
- Public Safety, at their discretion, may carry out additional screening of any attendee.
- Foresters' Ball reserves the right to deny entry to any individual for any reason.

6.1.2.3 Problem Individuals Policy

- A Problem Individual is identified as any individual:
 - Requiring medical attention
 - Showing signs of intoxication
 - Refusing to cooperate with event security
 - Engaging in unruly or disorderly conduct
 - Deemed by event security to be disrupting the event in any manner
- Problem Individuals will be dealt with in the following manner:

- Individuals showing any potential or real need for medical attention will be brought to the onsite medical station. Medical attention will be provided by medical staff at their discretion.
 - Individuals who, having been provided medical attention, do not fall under any other Problem Individual criteria are free to return to the Foresters' Ball.
 - Individuals who remain Problem Individuals are subject to the respective criteria.
- Those individuals showing signs of intoxication, but not in need of medical attention, will be:
 - Ejected from the event if deemed not a threat to themselves or the community.
 - Cited at the discretion of a Public Safety Officer and ejected from the event.
- Those refusing to cooperate with Posse or Special Event Team members will be referred to Public Safety Officers. These individuals will be dealt with at the discretion of the Public Safety Officers
- Disruptive individuals displaying no need for medical attention and no signs of intoxication will be removed from the event.
- Foresters' Ball will work with Public Safety members to make all reasonable efforts to ensure ejected Problem Individuals arrive home safely.
 - A Posse member will be assigned to:
 - Utilize Grizzly Personal Safety escorts for those living in residence halls on main campus.
 - Utilize ASUM Transportation for those living along bus routes.
 - Provide contact information for Missoula taxi services and make contact if necessary.
 - Assist attendees in coordinating a friend or family member pick-up.
 - Further options are being researched, including collaborating with the Montana DUI Task Force.
- The option of transport to jail will be considered for those deemed by a Public Safety Officer to be a safety concern for themselves and/or others. Discussions with Missoula Police Department about jail transports are ongoing.

6.1.3 Limit the Attendance Through Decreased Ticket Sales

Maximum attendance limits will be determined by the Missoula City Fire Marshall. This limit will be set upon completion and review of a Foresters' Ball floor plan. Additionally, the Foresters' Ball will maintain a maximum attendee to security member ration of 36:1. Ticket sales will be limited to meet these. The planned venue for the 96th Foresters' Ball is the East and West Auxiliary Gyms in the Adams Center.

6.1.4 Eliminate the Passion Pit

Historic construction of the Foresters' Ball has included dimly-lit, private spaces. To better reflect the values of the Foresters' Ball and The University of Montana, the Passion Pit will be eliminated at the 96th Foresters' Ball. This space will be transformed into a themed display, described in section 6.3.4.

6.1.5 Termination

The ranking Public Safety Officer on scene may, at his or her sole discretion, terminate the event if it is, in his or her opinion, to be in substantial non-compliance with this Risk Management Plan. Prior to the event, representatives from the Foresters' Ball and Public Safety will meet to establish communication procedures and trigger points for termination.

6.2 Publicity Campaign to Change Image and Expectations of Foresters' Ball

The publicity campaign will refocus the public perception of the Foresters' Ball and its core traditions. The Foresters' Ball will implement a public relations campaign to ensure the expectations of attendees accurately reflect the intended atmosphere of the Foresters' Ball. This campaign will work to eliminate the current mindset that the Foresters' Ball is linked with drinking, as well as clearly communicate the strict enforcement of the Foresters' Ball alcohol policy.

This publicity campaign will be essential in meeting the objectives outlined in this Strategic Plan. As the Foresters' Ball moves ahead in creating an event which is an alternative to drinking, ensuring that the community is fully aware of the expectations and atmosphere is vital. This publicity campaign will evolve as the year progresses, and will take appropriate measures to ensure the community is aware the Foresters' Ball is a fun, alcohol-free event.

6.2.1 Key Messages

The following are the several of the key messages the Foresters' Ball publicity campaign will focus on:

6.2.1.1 You can have fun without drinking

The message "you can have fun without drinking" was chosen to counter the notion that alcohol consumption and "good times" are inextricably linked. The Foresters' Ball is in a unique position to spread this message because it epitomizes the fun activities and atmosphere where alcohol consumption is entirely unnecessary for enjoyment. We provide:

- a two-night evening dance featuring live music;
- one of the largest dance floors in Montana;
- free soft drinks and chili;
- a photo booth featuring a professional photographer;
- interesting educational buildings on the theme and history of the event; and
- the opportunity to participate in collection of materials and construction.

6.2.1.2 Foresters' Ball Alcohol Intolerance and Increased Security Measures

The Foresters' Ball will ensure all attendees are aware of strict enforcement of the alcohol policy and potential consequences for those who are in violation of the policy.

6.2.1.3 Foresters' Ball core traditions and values

The core traditions and values of Foresters' Ball include:

- hosting a fun and unique evening dance with live music;
- hard work;
- leadership;
- scholarship generation;
- networking; and
- celebrating the history and traditions of natural resource management.

This message has struggled to reach much of the campus, Missoula community, and Foresters' Ball attendees. This message of core traditions and values was chosen to increase community-wide awareness and understanding of the significance and purpose of the Foresters' Ball, fostering greater respect among attendees and the community.

6.2.2 Communication of key messages

The Foresters' Ball will utilize a variety of media to spread the key messages. This includes, but is not limited to, print, radio, television, social media, and other technologies. For example, a brightly colored insert outlining the alcohol policy and its strict enforcement will be included in ticket pamphlets, continued use of Facebook will provide frequent and accurate updates and announcements, and messages will be posted on the Dorm Entertainment Network.

The Foresters' Ball will continue and increase our collaboration with campus and community entities to spread the key messages from now until the Foresters' Ball. These groups include, but are not limited to: Missoula Area Chamber of Commerce, Forestry Scholarship Association, Student Assault Resource Center, Residence Life, Curry Health Center, and other student organizations on campus. Examples of this collaboration include working with Residence Life to ensure accurate messages reach students living on campus, partnering with the Missoula Area Chamber of Commerce to mutually support respective natural resource education programs (Community Forestry Day at the Foresters' Ball and Forest Discovery Days), and presenting the key messages at student organizations' meetings.

6.3 Partnering for Community Education, Involvement, and Benefit

The Foresters' Ball is committed to fostering a fun and dynamic learning environment attractive to, and appropriate for, families and school-age children, while increasing and broadening community involvement with the Foresters' Ball. The Foresters' Ball will work to showcase career and educational opportunities in the field of natural resource management, promote community interest and involvement in natural resources, foster an appreciation of the natural world in school-aged children, and increase educational opportunities associated with the Foresters' Ball.

The Foresters' Ball will meet this commitment by partnering with the Forestry Scholarship Association to host a Careers in Natural Resource Management Fair and a Community Forestry Day in conjunction with the 96th annual Foresters' Ball. Event organizers will utilize the completed Foresters' Ball and Adams Event Center parking lot as the venue for the Careers in Natural Resource Management Fair and Community Forestry Day. The Foresters' Ball is one of the most exciting student-run events on campus and provides the perfect backdrop for these events. Presenters for each event will be selected to represent a broad array of public and private natural resource disciplines, including education, wildlife, forestry, fire, recreation, conservation, and others, while providing an interactive and fun approach to teaching about natural resources. The Forestry Scholarship Association will solicit donations and sponsorship from public and private entities to minimize the financial cost of the Careers in Natural Resource Management Fair and the Community Forestry Day.

Future construction of the Foresters' Ball will include an educational exhibit related to the theme of the current Foresters' Ball.

6.3.1 Careers in Natural Resource Management Fair

The Careers in Natural Resource Management Fair will provide an opportunity for Missoula area high school juniors and seniors, University of Montana students, and community members to meet and interact with representatives of institutions of higher education, state and federal agencies, and private organizations and businesses to explore the possibility of an education or career in natural resources. The organizing committee for the Careers in Natural Resources Management Fair will be comprised of Forestry Scholarship Association members, with advisory roles filled by University of Montana students and faculty and Missoula community members as needed. The career fair committee is co-chaired by Alex Williams, Forestry Scholarship Association Interim Board Member, and Eric Hoberg, Forestry Scholarship Association Interim President-elect.

6.3.1.2 Venue and Time

The career fair is planned to be held from 1:00 p.m. to 5:00 p.m. on the Friday of Foresters' Ball week, within the constructed Foresters' Ball. This timeframe will provide the best opportunity for attendance by the intended audience. By noon on Friday all major construction activities will be complete ("hardhats off") and students involved with the construction of the Foresters' Ball will be putting the finishing touches on the buildings. This will help promote interaction between attendees of the Careers in Natural Resource Management Fair and students who have already chosen to pursue careers and/or education in natural resource management.

6.3.1.3 Target Audience

The target audience for the Careers in Natural Resource Management Fair includes Missoula-area high school juniors and seniors, undeclared University of Montana students, and those wishing to explore an education and/or career in natural resource management. Additional outreach will include members of the general public who have

been affected by the economic downturn and may be considering continuing or resuming their education or contemplating a career change.

Specific high schools that will be targeted include:

- Big Sky High School
- Hellgate High School
- Seeley-Swan High School
- Sentinel High School
- Willard High School
- Valley Christian High School
- Loyola High School
- Frenchtown High School
- Corvallis High School
- Darby High School
- Hamilton High School
- Stevensville High School
- Victor High School

Other high schools may be contacted to determine interest and feasibility of participation.

6.3.1.4 Presenters

Presenters should represent a broad spectrum of possible career and education opportunities in the natural resource management field. Presenters will set up tables located around the interior of the Foresters' Ball in the East and West Auxiliary Gyms.

Potential presenters include:

- University of Montana
 - University of Montana Office of Admissions
 - College of Forestry and Conservation
 - Majors
 - Forestry
 - Resource Conservation
 - Parks, Tourism, and Recreation Management
 - Wildland Restoration
 - Wildlife Biology
 - Minors & Certificates
 - Wildland Fire Science & Management
 - Wilderness Studies
 - Climate Change Studies
 - Wildland Restoration
 - Wildlife Biology
 - Certificate in GIS Sciences & Technologies
 - Montana Forest Conservation Experiment Station Properties

- Lubrecht Experimental Forest
 - Bandy Ranch
- Other Natural Resource Education Providers
 - MSU Extension Forestry
 - Salish and Kootenai College
 - Flathead Valley Community College
- Federal agencies
 - U.S. Forest Service
 - Bureau of Land Management
 - U.S. Fish and Wildlife Service
 - National Park Service
- State of Montana
 - Montana Department of Natural Resources
 - Montana Department of Fish, Wildlife and Parks
- State of Idaho
 - Idaho Department of Lands
 - Idaho Fish and Game
- Private businesses
 - Montana River Guides
 - Fishing Guides
 - Pyramid Mountain Lumber
 - Plum Creek Timber Company
 - Neptune Aviation
 - Tricon Timber
 - Northwest Management Incorporated
- Non-profit organizations
 - Montana Conservation Corps
 - Montana Logging Association
 - Society of American Foresters
 - Montana Natural Resources Youth Camp
 - The Blackfoot Challenge
 - Rocky Mountain Elk Foundation
 - Trout Unlimited
 - Five Valleys Land Trust
 - The Nature Conservancy
 - Women in Timber
 - Clark Fork Coalition

The Forestry Scholarship Association plans to partner with The University of Montana Office of Admissions, College of Forestry and Conservation, Salish Kootenai College, and Flathead Valley Community College to provide the appropriate information to students wishing to pursue an education in natural resource management. Additionally, organizers will work with The University of Montana Career Services and potential employers to highlight student employment opportunities in the broad field of natural resource management.

6.3.1.5 Marketing

All Missoula-area high school junior and senior students and current University of Montana students will be invited to attend the Careers in Natural Resource Management Fair. The career fair marketing plan includes working with Missoula-area school administrators to design effective and appropriate marketing tools to ensure public and private high school juniors and seniors are aware of the opportunities provided by the career fair. The Forestry Scholarship Association will work with local school district administrators and teachers, private transportation companies, and the community to provide career fair access to as many students as possible.

The Forestry Scholarship Association will work with The University of Montana to ensure that accurate information is distributed to university students through Career Services and other appropriate lines of communication such as university calendars, The University of Montana and College of Forestry and Conservation websites, and print and electronic advertisements around campus.

Additional career fair marketing will be pursued through external websites, such as the Forestry Scholarship Association and the Foresters' Ball, social media, and potentially radio advertising. Incentives for students to attend the career fair are being explored. These may include raffles for items such as shirts and hats or competitions for prizes.

6.3.2 Community Forestry Day

Community Forestry Day will provide various and diverse organizations a venue to engage families in experiential learning about the natural environment and human interactions with the natural environment. The organizing committee for the Community Forestry Day will be comprised of Forestry Scholarship Association members, with advisory roles filled by University of Montana students and faculty and Missoula community members as needed. The Community Forestry Day committee is co-chaired by Alyssa Stewart, Forestry Scholarship Association Secretary and Neil Simpson, Forestry Scholarship Association member.

6.3.2.1 Venue and Time

Community Forestry Day is planned to be held from 10:00 a.m. to 2:00 p.m. on the Saturday of Foresters' Ball week, within the constructed Foresters' Ball. Community Forestry Day will utilize the Foresters' Ball for booths and demonstrations. The Adams Event Center parking lot will be utilized for exhibits that cannot fit inside the gymnasium, such as heavy equipment or horse packing demonstrations.

6.3.2.2 Target Audience

The target audience of the Community Forestry Day includes, but is not limited to, Missoula-area families with children aged 4-14.

6.3.2.3 Presenters

Organizers will seek presenters who provide a fun, hands-on and engaging educational opportunity to attendees.

Potential presenters, exhibits and demonstrations include:

- Missoula Smokejumpers' Junior Smokejumper program
- Montana Department of Natural Resources and Conservation – Firewise and firefighting equipment
- United States Forest Service – Firefighting Equipment, Smokey Bear
- National Park Service
- Missoula County Weed District – Education about noxious weeds
- Montana Fish Wildlife and Parks
- Society of American Foresters – Forestry Yesterday, Today, and Tomorrow
- Missoula Art Museum – Nature Photography Exhibit
- Missoula Parks and Recreation
- Montana Natural History Center
- Montana Tree Farmers – Sustainable Forestry
- Montana Logging Association – Logging Equipment Demonstration – hayrides behind a skidder – log-a-load for kids
- Rocky Mountain Elk Foundation – Wildlife Exhibit
- Trout Unlimited – Fisheries
- Clark Fork Coalition – Healthy Rivers Exhibit
- Confederated Salish and Kootenai Tribe – Native American History
- U of M Native American Studies Program – Native American History
- The Blackfoot Challenge
- Raptors of the Rockies – Live Raptors
- Swan Valley Ecosystem Center
- Montana Wood Products Association – What can a tree be made into?
- Clearwater Resource Council
- Tree Climbing Demonstration by a local arborist
- Tree Maze inside the Foresters Ball (modeled after a corn Maze)
- Count tree rings to determine age
- Plant Identification
- Woodsmen Team demonstration
- Horse packing demonstration
- High wheel demonstration

6.3.2.4 Marketing

The Forestry Scholarship Association will seek partnerships with local businesses to establish a cause-based marketing campaign to raise awareness for Community Forestry Day. Advertisements will utilize cross marketing to promote Community Forestry Day, the Careers in Natural Resources Fair, the Foresters' Ball, and partner businesses. The Forestry Scholarship Association will also team with the organizations presenting at the event to extend marketing to their members and customers. Additional marketing will be pursued through external websites, social media and radio broadcast advertising.

6.3.3 Theme Based Exhibit

Construction of the 90th Foresters Ball included, for the first time, a museum which tells the story of Foresters' Ball since its premier in 1915; this feature has rapidly become a favorite among attendees. The Foresters' Ball will build on this popularity and increase educational space at the Foresters' Ball by replacing the passion pit with an exhibit highlighting and explaining the current and historical significance of each year's theme. For example, the theme of the 96th Foresters' Ball is "Lightning Striking, Crews a' Hiking". The planned exhibit will describe the initial attack aspect of wildland firefighting, namely small crews seeking out small fires and the methods used to put the fires out. This display will provide an additional vehicle for communicating elements of the natural resource management heritage that is celebrated by the Foresters' Ball to attendees of all events encompassed within the Foresters' Ball as envisioned within this Strategic Plan.

6.4 Ensure Financial Viability of the Foresters' Ball

The Foresters' Ball is an entirely self-funded event with a primary goal of generating scholarships. The Foresters' Ball cannot operate at a loss. There are two primary threats to the financial viability of the Foresters' Ball: the space rental fee for the Adams Center auxiliary gymnasiums and the substantially higher security costs associated with implementing this Strategic Plan. Other costs of the event, such as construction materials, running heavy equipment, and food, fluctuate year to year but will remain essentially the same.

Costs	Schreiber Gymnasium (Historic Costs)	Adams Center Auxiliary Gyms (Projected Costs)	Increased Expenses
<u>Rent</u>	<u>\$500</u>	<u>\$8,500</u>	<u>\$8,000</u>
<u>Security</u>			
Special Event Team Members (\$28/hr)	\$2,016 (6 members, 6 hours)	\$2,240 (8 members, 5 hours)	\$224
Public Safety Officers (\$61/hr)	\$2,196 (3 officers, 6 hours)	\$6,100 (10 officers, 5 hours)	\$3,904
Citations (Public Safety writing police reports: \$61/hr)	\$0	\$976 (estimate: 10 citations/night = 8 hours/night)	\$976
<u>Security Total</u>	<u>\$4,212</u>	<u>\$9,316</u>	<u>\$5,104</u>
Total	\$4,712	\$17,816	\$13,104

The move from Schreiber Gymnasium to the Adams Center is not a result of the changes included in this strategic plan but does compound the issue of drastic cost increases. The 95th Foresters' Ball made the move to the Adams Center because Schreiber Gymnasium lacks fire sprinklers and does not meet current fire codes during the event. The Foresters' Ball did not continue receiving special permissions to use the Gymnasium, despite prior exceptions. This change will increase Foresters' Ball costs by approximately \$8,000 per year, as the Adams Center is the only other suitable on-campus location for the Foresters' Ball.

The Foresters' Ball will have 7 additional Public Safety Officers at the event and 2 additional Special Event Teams staff. This staffing level was agreed upon in discussions with Public Safety. Additionally, Public Safety Officers will be citing people engaging in illegal behavior inside and outside the event. For each citation given at the event, Public Safety Officers will spend an estimated thirty minutes to one hour completing required paperwork, for which the Foresters' Ball will be charged by Public Safety at the overtime rate of \$61/hour. These important and necessary security additions will increase costs by an estimated \$5,000, more than doubling historic safety and security expenses.

6.4.1 Attendance

The size of the Adams Center Auxiliary Gyms and the Foresters' Ball Strategic Plan limit the number of tickets sold to 1,100 per night. This stands in contrast to 1,200 tickets per night sold when the event was held in the less expensive Schreiber Gymnasium and 1,700 tickets sold each night to cover the costs of the 95th Foresters' Ball, held on the main event floor of the Adams Center by request of The University of Montana Athletic Department. Even if all tickets are sold for each night this represents a substantial decrease in income from ticket sales.

The changes the Foresters' Ball is undergoing in accordance with the Strategic Plan are expected to significantly decrease ticket sales, as opposed to the recent past in which the event has sold out. For the 95th Foresters' Ball, ticket sales represent around 97% of the income, with merchandise and small donations making up the other 3%. This decrease in ticket sale revenue directly translates to a decrease in scholarships as all income (beyond expenses set aside for the next year's Foresters' Ball) is given out as scholarships.

6.4.2 Scholarships

An essential element of the Foresters' Ball is to provide scholarships to students who help make the event happen. Scholarship pay out for the 95th Foresters' Ball totaled \$13,775, and has averaged around \$12,000 per year in the recent past.

- Students who assist the Foresters' Ball for at least 80 hours throughout the year, as well as at least 8 hours of deconstruction, are awarded a general scholarship, typically worth \$100-\$600. Additional scholarships may be awarded to students who contributed to the Foresters' Ball but did not meet this criterion.
- The Foresters' Ball Committee awards two \$1,000 scholarships to students who are deemed to have gone above and beyond in their service to the Foresters' Ball. Students seeking these scholarships write a one page essay on why their contributions to the Foresters' Ball merit the scholarship, as well as how they feel they benefited from helping the event.
- The Student Chapter of the Wildlife Society, Student Recreation Association, Forestry Students Association, and Woodsman's Team are each awarded \$200 for their assistance. The Society of American Foresters and Student Association of Fire Ecology and Management each receive \$100.
- Each of the seven members of the Foresters' Ball Committee is awarded a \$200 scholarship.
- While not a scholarship, the University of Montana chapter of Kappa Kappa Gamma contracts with the Foresters' Ball to operate the "chapel". The sorority retains 100% of proceeds and raises between \$500- \$1,000 for Camp Make-a-Dream.

The increasing costs of holding the Foresters' Ball pose a serious threat to these scholarships, which are an integral part of the tradition.

6.4.3 Request

In light of these costly changes, the Forester's Ball requests for the University of Montana to support the Foresters' Ball in maintaining the financial viability of the event by assisting with negotiations for a reduced rental fee for the Adams Center, a precedent set in 2001 when the Foresters' Ball was held there due to Campus Recreation being housed in Schreiber Gymnasium while the current Student Recreation Center was under construction. The Foresters' Ball also requests that The University of Montana share a portion of the security costs, which are anticipated to more than double from historic rates.

This 95-year tradition is determined to persevere, though estimated cost increases in excess of \$13,000 threaten the financial resilience of the Foresters' Ball. As the event morphs into a strong, student-driven catalyst for culture change surrounding drinking at the University of Montana, the Foresters' Ball is more than ever a vital asset which the University cannot afford to lose.

7. Assessment

Efforts will be made to document all incidents associated with the Foresters' Ball. These records will be compared with past years to determine the success of measures taken to ensure the Foresters' Ball is an alcohol- and assault-free event. After-action reviews of all events associated with the Foresters' Ball will be conducted for the leadership development of the student leaders of the Foresters' Ball and to inform the modification of plans for future events. We look forward to incorporating the findings of this process into future discussions with The University of Montana and the Missoula community.

Foresters' Ball organizers will work with the Institute of Tourism and Recreation Research at The University of Montana to develop an exit survey to measure the effectiveness of publicity campaigns, participant satisfaction, economic impact to the Missoula community, and other variables associated with the Foresters' Ball. These responses will aid future planning processes of the Foresters' Ball and related events such as the Careers in Natural Resource Management Fair and Community Forestry Day, as well as the potential for developing future events surrounding the Foresters' Ball.

8. Key Contacts

The following individuals were consulted in the development of this plan:

Royce Engstrom: President, The University of Montana

Perry Brown: Provost, The University of Montana

James Burchfield: Dean, College of Forestry and Conservation, The University of Montana

Michael Patterson: Associate Dean, College of Forestry and Conservation, The University of Montana

Dan Corti: Executive Director, Environmental Health & Risk Management, The University of Montana

Gary Taylor: Chief, Office of Public Safety, The University of Montana

Ritch Zitzka: Patrol Sergeant, Office of Public Safety, The University of Montana

Beth Dodson: Faculty Advisor, Foresters' Ball

Lloyd Queen: Chair, Department of Forest Management, College of Forestry and Conservation, The University of Montana

Cory Noordermeer: Interim President, Forestry Scholarship Association

Alex Williams: Interim Board of Directors, Forestry Scholarship Association

Ben Super: Interim Board of Directors, Forestry Scholarship Association

Linda Green: Director, Health Enhancement at Curry Health Center, The University of Montana (Waiting on Phone Call)

Sara Agostinelli: Assistant Director, Residence Life, The University of Montana

Brad Giffin: Patrol Captain, Missoula County Sheriff's Department

Sarah Lyngholm: Chair, Forest Resource Committee, Missoula Chamber of Commerce

Norma Nickerson: Director, Institute for Tourism and Recreation Research, The University of Montana