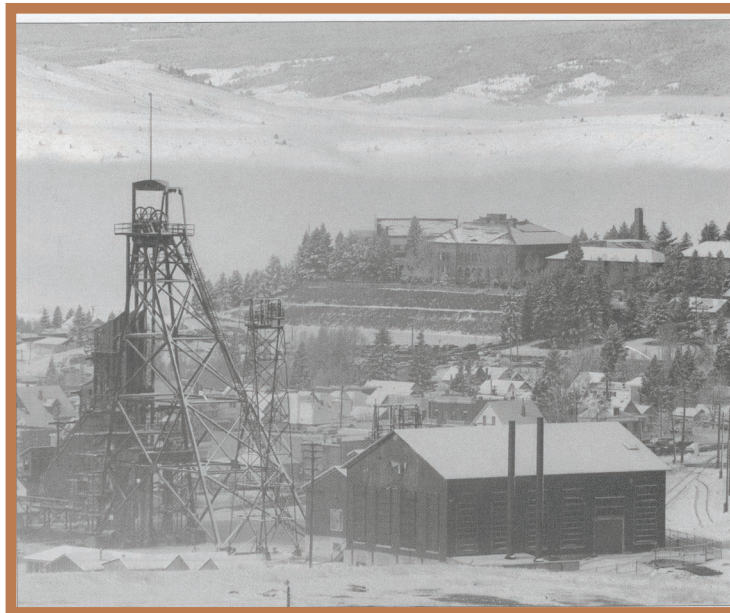


STANDARD 6 - GOVERNANCE AND ADMINISTRATION



STANDARD 6.A - GOVERNANCE SYSTEM

Montana Tech of The University of Montana is one of four separately accredited institutions of The University of Montana:

TABLE 6.A.I: CAMPUSES OF THE UNIVERSITY OF MONTANA

FOUR YEAR INSTITUTION	LOCATION	ASSOCIATED TWO-YEAR INSTITUTION
The University of Montana-Missoula	Missoula	The University of Montana-Missoula College of Technology
	Helena	The University of Montana-Helena College of Technology
Montana Tech of The University of Montana	Butte	Montana Tech of The University of Montana College of Technology
The University of Montana-Western	Dillon	

The institutions making up The University of Montana are all part of the Montana University System (MUS). The other parts of the Montana University System are shown in Tables II and III below:

TABLE 6.A.II: CAMPUSES OF MONTANA STATE UNIVERSITY

FOUR YEAR INSTITUTION	LOCATION	ASSOCIATED TWO-YEAR INSTITUTION
Montana State University-Bozeman	Bozeman	
Montana State University-Billings	Billings	Montana State University – Billings College of Technology
Montana State University-Northern	Havre	
	Great Falls	Montana State University – Great Falls College of Technology

TABLE 6.A.III: PUBLIC COMMUNITY COLLEGES

TWO-YEAR INSTITUTION	LOCATION
Dawson Community College	Glendive
Flathead Valley Community College	Kalispell
Miles Community College	Miles City

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Montana Tech traces its roots to the *enabling act* of 1889 which granted statehood to the people of Montana. In that act, the United States Congress set aside 100,000 acres to establish and maintain a school of mines. In 1900, the Montana School of Mines opened its doors. In 1965, the school underwent a name change to the Montana College of Mineral Science and Technology. On January 21, 1994, the Board of Regents adopted a plan to restructure the entire Montana University System (described in the document "*The Restructuring of the Montana University System (Phase One)*") followed by adoption of a resolution on July 6, 1995, initiating a *second phase*. This restructuring created the Montana University System described in the preceding tables and gave the college its new name, Montana Tech of The University of Montana. It also assigned to Montana Tech what had been the Butte Vocational-Technical Center and what is now the Montana Tech of The University of Montana College of Technology (COT).

6.A.1 The system of governance ensures that the authority, responsibilities, and relationships among and between the governing board, administrators, faculty, staff, and students are clearly described in a constitution, charter, bylaws, or equivalent policy document.

Article X, Section 9 of the Constitution of the State of Montana establishes a Board of Regents of Higher Education, in which is vested "full power, responsibility, and authority to supervise, coordinate, manage, and control the Montana University System, and supervise and coordinate other public educational institutions assigned by law." In addition to governing the fourteen campuses of the Montana University System listed in the introduction to this standard, the Board of Regents actively coordinates educational efforts with the seven tribal and three private colleges in the state.

Montana statutes further elaborate on the authority and responsibilities of the *Board of Regents, local executive boards, chancellors, and presidents*.

The work of the Board of Regents, and its relationships with the administrators, faculty, staff, students, and other stakeholders in the system it governs, is defined in system-wide policies that it promulgates. These policies are codified in the *Montana Board of Regents of Higher Education Policy and Procedures Manual*, an electronic document readily available to all stakeholders on the Montana University System website (<http://mus.edu>).

Section 200 of this manual covers policies on governance and administration and includes a set of bylaws (*Policy 201.7*) originally adopted by the Board of Regents in 1982. As with many of the other policies, the bylaws have been amended periodically, most recently in 2004. In addition to provisions on officers, meetings, and standing committees, this same policy covers the appointment of a student member to the Board of Regents.

Section 200 also provides policies on the appointment of, and the duties and responsibilities of, presidents (Policies *205.1* and *205.2*), chancellors (*Policy 205.2.1*), and local executive boards (*Policy 217.1*) of the campuses of the Montana University System.

6.A.2 The governing board, administrators, faculty, staff, and students understand and fulfill their respective roles as set forth by the governance system's official documents.

After operating for over a decade in the current administrative format, members of the Board of Regents, administrators, faculty, and staff fully understand their respective roles within the framework of the governing documents of the Montana University System.

6.A.3 The system of governance makes provision for the consideration of faculty, student, and staff views and judgments in those matters in which these constituencies have a direct and reasonable interest.

Article II of the Constitution of the State of Montana reads as follows:

Section 8. Right of participation. The public has the right to expect governmental agencies to afford such reasonable opportunity for citizen participation in the operation of the agencies prior to the final decision as may be provided by law.

Section 9. Right to know. No person shall be deprived of the right to examine documents or to observe the deliberations of all public bodies or agencies of state government and its subdivisions, except in cases in which the demand of individual privacy clearly exceeds the merits of public disclosure.

In keeping with these provisions, the Board of Regents posts [notices](#) of its meetings on its website, and notices include [agenda items](#) to be considered at these meetings. A detailed set of procedures for the submission of agenda items is provided in the document [Montana Board of Regents of Higher Education Procedures and Guidelines for Agenda Items](#) which is also posted on the website. The order of business provided in [Article IX](#) of the Bylaws of the Board of Regents of Higher Education specifically sets times aside for separate meetings with representatives of the faculty, staff, and students, as well as with local community leaders.

A further reflection of Article II, Sections 8 and 9 of the Constitution of the State of Montana is contained in [Policy 203.6](#), which prohibits the use of e-mail in deliberations of, and actions on, substantive matters by the Board of Regents. All of these policies and procedures help guarantee that the views of all stakeholders, including members of the public, are considered on matters brought before the Board of Regents.

6.A.4 In a multi-unit governance system (state or district), the division of authority and responsibility between the central system office and the institution is clearly delineated. System policies, regulations, and procedures concerning the institution are clearly defined and equitably administered.

As part of the Montana University System and a unit of The University of Montana, Montana Tech is subject to the governance of the Board of Regents and the President of The University of Montana. As noted above in 6.A.1, the Board of Regents, acting in accordance with its constitutional and statutory authority, has through its

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policies and procedures delineated the authority and responsibilities of the Office of the Commissioner of Higher Education (the central office) and Montana Tech (the institution).

An *organization chart* of the Office of the Commissioner of Higher Education is available on the Montana University System website. Employees of the Office of the Commissioner of Higher Education and their salaries are presented in Exhibit 6.A.I.

STANDARD 6.B - GOVERNING BOARD

The governing board is ultimately responsible for the quality and integrity of the institution (or institutions in the case of the multi-unit system.) It selects a chief executive officer, considers and approves the mission of the institution, is concerned with the provision of adequate funds, and exercises broad-based oversight to ensure compliance with institutional policies. The board establishes board institutional policies, and delegates to the chief executive officer the responsibility to implement and administer these policies.

6.B.1 The board includes adequate representation of the public interest and/or the diverse elements of the institution's constituencies and does not include a predominant representation by employees of the institution. The president may be an ex officio member of the board, but not its chair. Policies are in place that provide for continuity and change of board membership.

Article X, Section 9 of the Constitution of the State of Montana and *Article III of the Bylaws of the Board of Regents of Higher Education* provide for a Board of Regents that consists of six members who are appointed to seven-year overlapping terms and one member who is a registered, full-time student at a unit of the Montana University System appointed to a term of not less than one nor more than four years. All seven members are appointed by the Governor and confirmed by the Senate. Of the non-student members, not more than four may reside in one congressional district and not more than four may be affiliated with the same political party. In making appointments, the Governor generally consults with members of the Board of Regents, the Commissioner of Higher Education, the campuses, and other stakeholders.

In addition to the seven appointed voting members of the Board of Regents, the Governor, the Superintendent of Public Instruction, and the Commissioner of Higher Education are all ex officio, non-voting members of the Board. Vacancies that occur prior to the end of a term are filled by appointment by the Governor.

The following table lists the *individuals currently serving on the Board of Regents*. Although Montana currently has only one congressional district, appointments have been made so as to maintain a geographic distribution.

TABLE 6.B.I BOARD OF REGENTS

APPOINTED VOTING MEMBERS	LOCATION	POSITION	TERM EXPIRES
Barnosky, Robert	Billings	Student regent	06/30/2010
Barrett, Stephen M.	Bozeman	Chair and regent	02/01/2012
Buchanan, Todd	Billings	Regent	02/01/2014
Christian, Clayton	Missoula	Vice chair and regent	02/01/2015
Morrison-Hamilton, Lynn	Havre	Regent	02/01/2013
Pease, Janine	Poplar	Regent	02/01/2011
McLean, Angela	Anaconda	Regent	02/01/2016
EX-OFFICIO NON-VOTING MEMBERS			
Juneau, Denise	Superintendent of Public Instruction		
Schweitzer, Brian	Governor		
Stearns, Sheila	Commissioner of Higher Education		

None of the members of the Board of Regents are employees of Montana Tech. Regents receive a per diem of \$50.00 per day for days spent attending board or committee meetings.

6.B.2 The board acts only as a committee of the whole. No member or subcommittee of the board acts in place of the board except by formal delegation of authority.

The Board of Regents has four *standing committees*, an *oversight committee*, and two *councils*, as shown in Table 6.B.II

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TABLE 6.B.II: REGENTS COMMITTEES

STANDING COMMITTEES (PROVIDED BY <u>ARTICLE VII OF THE BYLAWS OF THE BOARD OF REGENTS (BOR)</u>)	
COMMITTEE	MEMBERSHIP
Academic and Student Affairs	Four members of the BOR
Administrative, Budget, and Audit Oversight	Three members of the BOR
Staff and Compensation	Four members of the BOR
Workforce, Research, and Economic Development	Three members of the BOR
OVERSIGHT COMMITTEE AND COUNCILS	
Montana Family Education Savings Program Committee	One representative each from the BOR, the Office of the State Auditor, the Office of the State Treasurer, and four appointed members
General Education Council	Established by the BOR in Policy 301.10, Section 3F: twelve members appointed by the BOR
Two-Year Council	<p>Established by the BOR; members consist of:</p> <ul style="list-style-type: none"> -From each MUS College of Technology: Dean*, academic or student affairs professional representative, faculty representative, and student representative -From each MUS Community College: President*, academic or student affairs professional representative, faculty representative, and student representative -From each MUS college with a two-year program: Chancellor*, academic or student affairs professional, faculty representative, and student representative -From each non-MUS (tribal) college: President*, academic or student affairs professional representative, faculty representative, and student representative -Director of Two-Year Education and Workforce Development* <p>*Voting members; one of the student representatives will also be a voting member</p>

The Board of Regents acts as a committee of the whole in that all action items voted on by the Board are approved/disapproved by a majority vote. More information concerning the Board of Regents can be found at their [webpage](#).

6.B.3 The duties, responsibilities, ethical conduct requirements, organizational structure, and operating procedures of the board are clearly defined in a published policy document.

The duties, responsibilities, organizational structure, and operating procedures of the Board of Regents are defined in its [Montana Board of Regents of Higher Education Policy and Procedures Manual](#). In addition to the requirements of state law, ethical rules for members of the Board of Regents are provided in the [Ethics Standards of Conduct for State Employees](#) published by the Montana Department of Administration, in the [Code of Expectations for the Montana Board of Regents of Higher Education](#), and in Policies 760 and 770 promulgated by the Board of Regents.

6.B.4 Consistent with established board policy, the board selects, appoints, and regularly evaluates the chief executive officer.

The Board of Regents [appoints](#) and [supervises](#) the Commissioner of Higher Education, who serves as the chief executive officer of the entire Montana University System (MUS). Moreover, the Commissioner is reviewed annually by the Board of Regents.

6.B.5 The board regularly reviews and approves the institution's mission. It approves all major academic, vocational, and technical programs of study, degrees, certificates, and diplomas. It approves major substantive changes in institutional mission, policies, and programs.

In accordance with [Policy 219](#), the Board of Regents reviews mission statements of the Montana University System units every three years. The Board of Regents last reviewed Montana Tech's mission statement in 2008 and the Board is currently in the process of reviewing the mission statements of all of the colleges and universities under its purview.

In [Policy 303.1](#), the Board of Regents reserves to itself the approval of all new programs (degrees, majors, minors, options, and certificates), substantive changes in those programs, the delivery of programs in a distance format, changes in organizational structure, and revisions of institutional mission. The policy also specifies that "the amount of review and approval shall be determined by the Level I and Level II procedures adopted by the Board, and that review shall begin with the Academic and Student Affairs Committee of the Board." Level I and Level II proposals are further defined in the [Montana Board of Regents of Higher Education Procedures and Guidelines for Agenda Items](#), which also specifies the information to be provided with the various types of proposals.

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6.B.6 The board regularly evaluates its performance and revises, as necessary, its policies to demonstrate to its constituencies that it carries out its responsibilities in an effective and efficient manner.

The Board of Regents regularly evaluates its own performance and modifies its policies accordingly. Representative of this process is adoption of a *strategic plan* for the Montana University System in July of 2008 and further updated in October of 2008. In it, the Board of Regents set the following goals, clearly reflecting the concerns of its constituencies:

Goal I: Increase educational attainment of Montanans;

Goal II: Assist in the expansion and improvement of the economy; and

Goal III: Improve institutional efficiency and effectiveness.

The Commissioner of Higher Education initiated a full review of all Board of Regent Policies in 2008. This process was completed in 2009.

6.B.7 The board ensures that the institution is organized and staffed to reflect its mission, size, and complexity. It approves an academic and administrative structure or organization to which it delegates the responsibility for effective and efficient management.



Board of Regents' (*BOR*) *Bylaws* give the body the responsibility to provide for organizing and staffing each institution for which it is responsible. These BOR Bylaws are located on the Commissioner of Higher Education's website.

6.B.8 The board approves the annual budget and the long-range financial plan, and reviews periodic fiscal audit reports.

The organizational structure of the Montana University System adopted by the Board of Regents is described in the introductory paragraphs of Standard 6. In addition, the administrative and academic organization of each unit is also subject to Board of Regents approval, as are the annual budget, the annual audits, and the long-range strategic plans

of each unit. All items that Montana Tech submits to the Board of Regents (academic, budgetary, personnel, etc.) must first be submitted to The University of Montana-Missoula. If the President of The University of Montana – Missoula (who is also President of The University of Montana) approves of Montana Tech's request then the request is forwarded to the Office of the Commissioner of Higher Education. Those items that are not forwarded by the President are usually sent back to the Montana Tech campus for further review and/or modification.

6.B.9 The board is knowledgeable of the institution's accreditation status and is involved, as appropriate, in the accrediting process.

As appropriate, the Board of Regents is informed of and is involved in all the regional and professional or specialized accreditation processes undertaken by its units. In accordance with [*Policy 320.2*](#), accreditation self-study reports and accreditation reports are to be submitted to the Commissioner of Higher Education who, in turn, reports to the Board of Regents.

STANDARD 6.C - LEADERSHIP AND MANAGEMENT

The chief executive officer provides leadership through the definition of institutional goals, establishment of priorities, and development of plans. The administration and staff are organized to support the teaching and learning environment which results in the achievement and of the institution's mission and goals.

6.C.1 The chief executive officer's full-time responsibility is to the institution.

As provided by Board of Regents Policy 205.2.1, the Chancellor is the full-time chief executive officer of Montana Tech and is appointed by the Board of Regents upon the recommendation of the President of The University of Montana. While certain administrative functions are shared by Montana Tech and The University of Montana-Missoula (for example, payroll), only the Chancellor has a direct reporting relationship to the President of The University of Montana.

6.C.2 The duties, responsibilities, and ethical conduct requirements of the institution's administrators are clearly defined and published. Administrators act in a manner consistent with them.

The reporting relationships of all academic, research, administrative, and support functions of Montana Tech are shown in Figure 6.C.1 below.

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FIGURE 6.C.1 MONTANA TECH ORGANIZATIONAL CHART

The following positions report directly to the Chancellor:

- » Vice Chancellor for Academic Affairs and Research;
- » Vice Chancellor for Administration and Finance;
- » Vice Chancellor for Development and Student Services and President of the Montana Tech Foundation;
- » Director of Athletics;
- » Director of Physical Facilities;
- » Director of Environmental Health and Safety; and
- » Director of the Montana Bureau of Mines and Geology and State Geologist.

The duties and responsibilities of these positions are contained in their respective job descriptions (Exhibit 6.C.I; they are also summarized in Section I, paragraph 107 of the Montana Tech Faculty and Staff Handbook (Exhibit 6.C.II).

A number of boards and committees help the Chancellor discharge his duties and responsibilities:

- » **Executive Committee.** Composed of the Chancellor, the Vice Chancellor for Academic Affairs and Research, the Vice Chancellor for Administration and Finance, the Vice Chancellor for Development and Student Services, and the Controller and Business Manager, this Committee meets as frequently as necessary on both short and long term management issues.
- » **The Chancellor's Cabinet.** The Chancellor's Cabinet is a broad policy development group that serves as an advisory body to the Chancellor. It is composed of the three Vice Chancellors, the two Associate Vice Chancellors, Directors of the Montana Bureau of Mines and Geology, of the Library, and of Environmental Health and Safety, the three academic deans, the Controller, and a representative of the Faculty Senate. Meeting every two weeks to discuss current Montana Tech issues, the Cabinet often develops policy proposals for consideration by other groups.
- » **The Chancellor's Advisory Committee.** The Chancellor's Advisory Committee is a standing committee made up of a broad-based group of faculty, staff, and students. It meets monthly to discuss issues at Montana Tech and thereby provides valuable two-way communication between the Chancellor and various campus constituencies.
- » **The Chancellor's Kitchen Cabinet.** The Kitchen Cabinet is comprised of 10 to 12 members of the faculty chosen at random. Meetings of this group are held as the Chancellor's schedule permits. Conducted in an informal setting, the Kitchen Cabinet's purpose is to provide a mechanism for helping the faculty and staff to know each other better. It is intended that sufficient meetings of this group will be held so as to permit each member of the faculty and staff to meet with the Chancellor at least once each year.
- » **Local Executive Board.** Serving in an advisory capacity to the Chancellor, this group is established by Montana law and implemented by Board of Regents [Policy 217.1](#). The Board consists of three individuals appointed by the Governor.

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Academic functions are organized under the direction of the Vice Chancellor for Academic Affairs and Research and are shown in Figure 6.C.2.

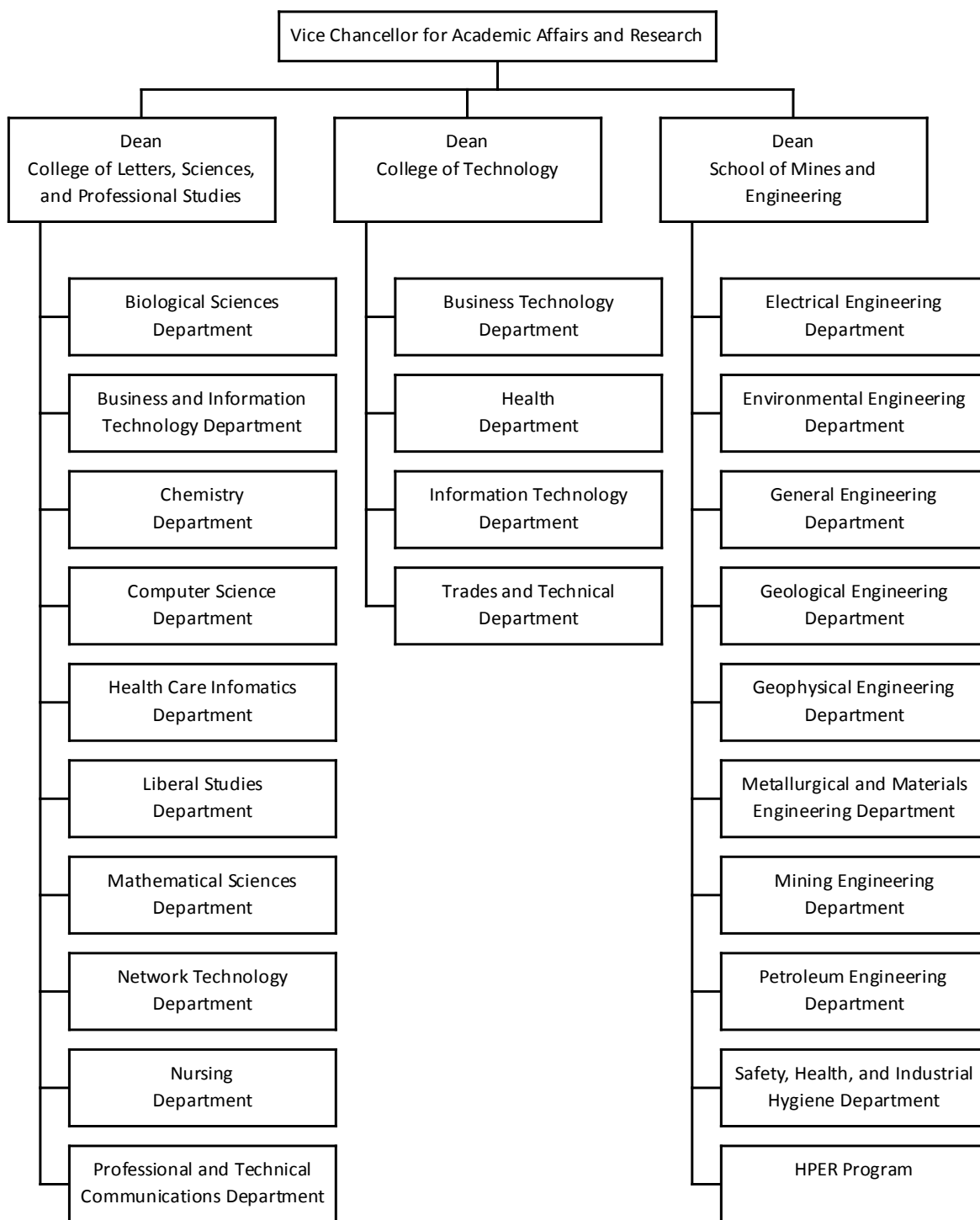


FIGURE 6.C.2 VICE CHANCELLOR FOR ACADEMIC AFFAIRS AND RESEARCH ORGANIZATIONAL CHART

Three specific positions shown in Figure 6.C.2 report directly to the Vice Chancellor for Academic Affairs and Research:

- » Dean of the College of Letters, Sciences, and Professional Studies;
- » Dean of the College of Technology; and
- » Dean of the School of Mines and Engineering.

Duties and responsibilities of deans and department heads are contained in their respective job descriptions (Exhibit 6.C.III); they are also summarized in Section II, paragraphs 223.1 and 223.2 of the *Montana Tech Faculty and Staff Handbook* (Exhibit 6.C.II).

The Vice Chancellor for Academic Affairs and Research receives formal advice and counsel in weekly meetings of the Deans' Council. In addition to the three academic deans, the members of the Deans' Council include the Associate Vice Chancellor for Academic Affairs and Research, the Associate Vice Chancellor of Student Affairs and Dean of Students, and the Director of Enrollment Management.

The Vice Chancellor for Development and Student Services meets every two weeks with the departmental directors within his functional areas. This group serves as the marketing committee for the campus and collectively develops communication and marketing plans for the institution. In addition, every member of the team (all hands) meets once every semester to discuss issues and responds to campus needs.

As a consequence of the diverse nature of the functions reporting to her, the Vice Chancellor for Administration and Finance meets with her direct reports on an as-needed basis, very often daily.

The duties and responsibilities of most the of remaining administrative positions shown in Figure 6.C.2 are described in Section I, paragraph 107 of the *Montana Tech Faculty and Staff Handbook* (Exhibit 6.C.II). The position descriptions are continually reviewed.

As previously noted, certain administrative and support functions are directly provided by The University of Montana, but these functions are usually coordinated or otherwise performed by employees of Montana Tech. Table 6.C.I lists provides examples of these functions:

TABLE 6.C.I: UM FUNCTIONS

FUNCTION	RESPONSIBLE MONTANA TECH FUNCTIONAL AREA
Accounts payable and procurement processing	Finance: Vice Chancellor of Administration and Finance
Architecture and other facilities-related services	Physical Facilities
Bonding, debt service, and other financing-related services	No Montana Tech functional area for this function
Food services	Dining Services
Information technology server and network infrastructure services	Information Services and Network Services
Internal auditing	No Montana Tech functional area for this function
Legal services	No Montana Tech functional area for this function
Payroll processing	Human Resources: Vice Chancellor of Administration and Finance

In addition to the specific duties and responsibilities assigned to each position, all employees of Montana Tech are subject to the provisions of *Ethics Standards of Conduct for State Employees* published by the Montana Department of Administration; members of the faculty are subject to the Faculty Code of Conduct contained in Section II, paragraph 203 of the *Montana Tech Faculty and Staff Handbook* (Exhibit 6.C.II).

Additionally, the Associate Vice Chancellor for Academic Affairs and Research recently completed a campus-wide project in which all faculty members were required to complete Montana Tech's *Conflict of Interest Disclosure Form*.

6.C.3 Administrators are qualified to provide effective educational leadership and management. The chief executive officer is responsible for implementing appropriate procedures to evaluate administrators regularly.

Qualifications of the key administrators of Montana Tech are commensurate with the duties and responsibilities associated with their positions. Performance evaluations are performed annually on all positions.

Table 6.C.II presents brief résumés for the Chancellor and each of the three Vice Chancellors.

TABLE 6.C.II BRIEF RÉSUMÉS OF THE CHANCELLOR AND THE THREE VICE CHANCELLORS

W. FRANKLIN GILMORE, CHANCELLOR			
EDUCATION	BS	1957	Chemistry, Virginia Military Institute
	PhD	1961	Organic Chemistry, Massachusetts Institute of Technology
	Post-Doc	1963-64	Florida State University, Molecular Biophysics
	IEM	1994	Educational Management, Harvard University
PROFESSIONAL EXPERIENCE	1998-present		Chancellor, Montana Tech
	1996-98		Executive Vice President and Vice President for Academic Affairs, Professor of Chemistry, West Virginia Institute of Technology
	1993-96		Vice President for Academic Affairs, Professor of Chemistry, West Virginia Institute of Technology
	1988-93		Chair and Professor of Medicinal Chemistry and Research Professor in RIPS, University of Mississippi
	1979-88		Professor of Medicinal Chemistry and Research Professor in RIPS, University of Mississippi
	1971-79		Chairman and Professor of Medicinal Chemistry and Research Professor in RIPS, University of Mississippi
DOUGLAS M. ABBOTT, VICE CHANCELLOR FOR ACADEMIC AFFAIRS & RESEARCH			
EDUCATION	BS	1985	Petroleum Engineering, Montana College of Mineral Science and Technology
	MBA	1988	Business Administration, The University of Montana
	EdD	2004	Educational Leadership, The University of Montana
PROFESSIONAL EXPERIENCE			Montana Tech:
	2007-present		Vice Chancellor for Academic Affairs and Research
	1997-2007		Dean, College of Humanities, Social Sciences and Information Technology
	1996-2004		Department Head, Business and Information Technology
	2004-present		Professor, Business and Information Technology
	1994-2004		Associate Professor, Business and Information Technology
1988-1994		Assistant Professor, Business and Information Technology	

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TABLE 6.C.II BRIEF RÉSUMÉS OF THE CHANCELLOR AND THE THREE VICE CHANCELLORS (CONTINUED)

MARGARET PETERSON, VICE CHANCELLOR FOR ADMINISTRATION & FINANCE			
EDUCATION	BS	1996	Computer Science, Information Systems Option, Montana Tech
PROFESSIONAL EXPERIENCE			Montana Tech:
	2007-present		Vice Chancellor for Administration & Finance
	1997-2006		Director of Budgets and Human Services
	1989-96		Budget Analyst
	1988		Administrative Support
	1979-88		Pension Administrator, Hendrickson, Miller & Associates, Inc., Helena MT
MICHAEL JOHNSON, VICE CHANCELLOR FOR DEVELOPMENT AND STUDENT SERVICES AND PRESIDENT, MONTANA TECH FOUNDATION			
EDUCATION	BS	1990	Business Administration, Montana College of Mineral Science and Technology
	MBA	1997	Business Administration, The University of Montana
	EdD	ABD	Educational Leadership, The University of Montana
PROFESSIONAL EXPERIENCE	2008-present		Vice Chancellor for Development and Student Services, Montana Tech, and President, Montana Tech Foundation
	2006-08		Vice Chancellor for Advancement and Development, and President, Montana Tech Foundation
	2004-present		Assistant Professor, Business and Information Technology, Montana Tech
	2002-04		President and CEO, ELM Locating and Utility Services
	2000-02		Director of Distribution and Customer Services, Montana Power Company
	1994-2000		Director of Division Services, Montana Power Company
	1994-97		Director of Systems, Montana Power Company

Complete résumés of all administrative positions are available in Exhibit 6.C.IV.

6.C.4 Institutional advancement activities (which may include development and fund raising, institutional relations, alumni and parent programs) are clearly and directly related to the mission and goals of the institution.

Established under the laws of Montana in 1967, the Montana Tech Foundation is an independent, not-for-profit corporation which raises funds from private sources for the benefit of Montana Tech and its students. Operating in accordance with a Memorandum of Understanding (Exhibit 6.C.V), the Foundation meets requirements established by

the Board of Regents in [Policy 901.9](#) and qualifies as a charitable organization under the provisions of section 501(c)(3) of the Internal Revenue Code. Links to its Forms 990 are available on its [website](#).

The Foundation is governed by a Board of Directors, which in turn, elects an Executive Committee. The Executive Committee hires a president to serve as the Foundation's chief executive officer. Presently, both the position of Vice Chancellor for Development and Student Services of Montana Tech and the President of the Montana Tech Foundation are held by one individual, under separate employment contracts with each entity. Each entity's governing board (the Board of Regents and the Board of Directors of the Foundation) are fully informed of this arrangement and regularly review its operation.

Priorities for fund raising are set by the Montana Tech Foundation through the Chancellor's Cabinet. Members of the Cabinet solicit needs which, after review and prioritization, are submitted to the Board of Directors by the Chancellor. Many of the priorities established in 2000 are still active objectives (see Exhibit 6.C.VI).

CLOSING THE LOOP

Montana Tech's [Vision 2025](#) document (Exhibit 1.A.VI) provides the reader with information identifying where the campus envisions itself in 15 years. The Montana Tech Foundation has played, and will continue to play, an integral role in securing funds to allow the campus to accomplish its vision. For example, the newest building on the campus, the Natural Resource Building, was completed in late 2009. Without funds raised through the Montana Tech Foundation, the building would not have been completed. The Foundation is currently involved in, among other activities, fundraising efforts to build the proposed University Relations Center.

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The Digger Athletic Association, Friends of the Montana Tech Library, Friends of the Mineral Museum, and other independent organizations affiliated with Montana Tech also raise and disburse funds for particular purposes that support Tech's mission. Although the Foundation provides accounting and other recordkeeping services for these organizations, any monies raised by these organizations are not comingled with those of the Foundation. However, whenever activities undertaken by these organizations have the potential of overlapping with those of the Foundation, the involved entities coordinate their respective activities. This is particularly true of the Digger Athletic Association. Both the Director of Athletics, on behalf of the Association, and the Vice Chancellor of Development and Student Services, on behalf of the institution and the Foundation, frequently meet to discuss and resolve matters of mutual concern.

Tech's offices of Alumni Affairs and of Public Relations and Marketing also coordinate their activities with those of the Foundation. The Office of Alumni Affairs is responsible for maintaining relations with alumni and the Montana Tech Alumni Association. The Foundation administers an alumni database that is available to the Office of Alumni Affairs and to other Montana Tech departments. The Office of Public Relations and Marketing publishes the official alumni and Foundation publication, M-News. Copies of M-News are available in Exhibit 6.C.VII.

6.C.5 Administrators ensure that the institutional decision-making process is timely.

Institutional decision-making can take different forms depending on the nature of the decision. Infrequently, the Chancellor may have to act unilaterally because of the exigency of the situation at hand or, if there is time, after consulting with the Executive Budget Committee. However, most issues allow for a more deliberative approach. When this is the case, every effort is made to solicit the views of the faculty and staff, the students, and the public, as may be appropriate in the circumstances. While this process consumes more time, it assures that both the spirit and the letter of the rules described in 6.A.3, 6.D, and 6.E are observed. Oftentimes decisions that must be made by the administration (i.e. budget) are driven by timelines developed by the entity making the request. For example, budget decisions are usually driven by schedules developed by the Governor's office. Additionally, a large number of decisions that affect faculty and staff are driven by timelines identified by the respective collective bargaining agreements or by the Faculty/Staff Handbook.

6.C.6 Administrators facilitate cooperative working relationships, promote coordination within and among organizational units, and encourage open communication and goal attainment.

Montana Tech's administrators recognize the inherent value of good working relationships and promote them in both formal and informal settings. For example, the number of formal standing committees and the number of members on them may, in the opinion of some, be overly large; however, by choosing to have many committees and many members instead of few committees and few members, opportunities

for open communication and for solid working relationships are increased. Several standing committees (including the Chancellor's Advisory Council, the Deans Council, and the Faculty Senate) are significant avenues of two-way communication among the institution's constituencies.

Sponsored by the institution twice each semester, Montana Tech's TGIF gatherings are an example of an informal setting whose purpose is to foster a sense of community and good will among administrators, faculty, and staff. These Friday afternoon sessions help establish a sense of camaraderie among those who attend and frequently attract retirees.

6.C.7 Administrators responsible for institutional research ensure that the results are widely distributed to inform planning and subsequent decisions that contribute to the improvement of the teaching-learning process.

Data obtained through institutional research are made available to all Montana Tech stakeholders. Results of institutional evaluations, student satisfaction surveys, and career placement surveys are made available on the website or in public folders. In recent years, Montana Tech recognized the need to centralize and coordinate the various efforts at creating and distributing institutional research data. To address this need, the position of Director of Institutional Research was created and filled in 2008.

6.C.8 Policies, procedures, and criteria for administrative and staff appointment, evaluation, retention, promotion, and/or termination are published, accessible, and periodically reviewed.

Policies and procedures on appointment, evaluation, retention, promotion, and termination of staff members are published in a series of *guides* published by the Human Resources Division of the Montana Department of Administration. These guides are supplemented by *procedures* and *checklists* available to all stakeholders on Montana Tech's website. To reinforce their importance, Montana Tech's EEO officer meets with members of each search committee at the outset of each search and reviews in detail the rules and procedures to be followed in the hiring process.

Formal processes for evaluation, retention, promotion, and/or termination are also detailed in Sections 206 to 211 of the *Montana Tech Faculty and Staff Handbook*. All policies, procedures, and criteria for these actions were last reviewed in 2009.

6.C.9 Administrators' and staff salaries and benefits are adequate to attract and retain competent personnel consistent with the mission and goals of the institution.

Montana Tech has been fortunate enough to attract and retain capable administrators, faculty, and staff, despite the fact that salaries are approximately only 80 percent of national average for similar positions. Thus, some searches for qualified candidates to fill vacancies have failed. However, both recruiting and retention have been less problematic than might otherwise be expected under such conditions because many candidates and existing employees choose to live in the Greater Butte Area because of other qualities more important to them than salary. Nevertheless, all levels of

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management at Montana Tech recognize a pressing need to bring salaries more in line with national averages.

Tables of salaries and benefits for Montana Tech administrators and staff are provided in Exhibit 6.C.VIII.

STANDARD 6.D - FACULTY ROLE IN GOVERNANCE

The role of faculty in institutional governance, planning, budgeting, and policy development is made clear and public; faculty are supported in that role.

Some primary ways for faculty to participate in governance are listed below:

- » Participation in regular faculty meetings;
- » Participation in the Faculty Senate;
- » Participation in committees that influence decisions on the selection, evaluation, promotion, and tenure of members of the faculty;
- » Participation in numerous other committees that influence campus operation; and
- » Faculty Unions: MTFAs (North Campus), VTEM (South Campus).

Regular faculty meetings are held at least twice each semester. In addition to general information-sharing, faculty members make decisions on various academic issues, including proposed changes in academic programs that are subsequently submitted to the Board of Regents for approval. Minutes of the meetings are contained in Exhibit 6.D.I.

The Faculty Senate is elected by the members of the faculty. The *mission* statement and *bylaws* of the Faculty Senate, and the *minutes* of its meetings from 1997 forward are available on Montana Tech's website.

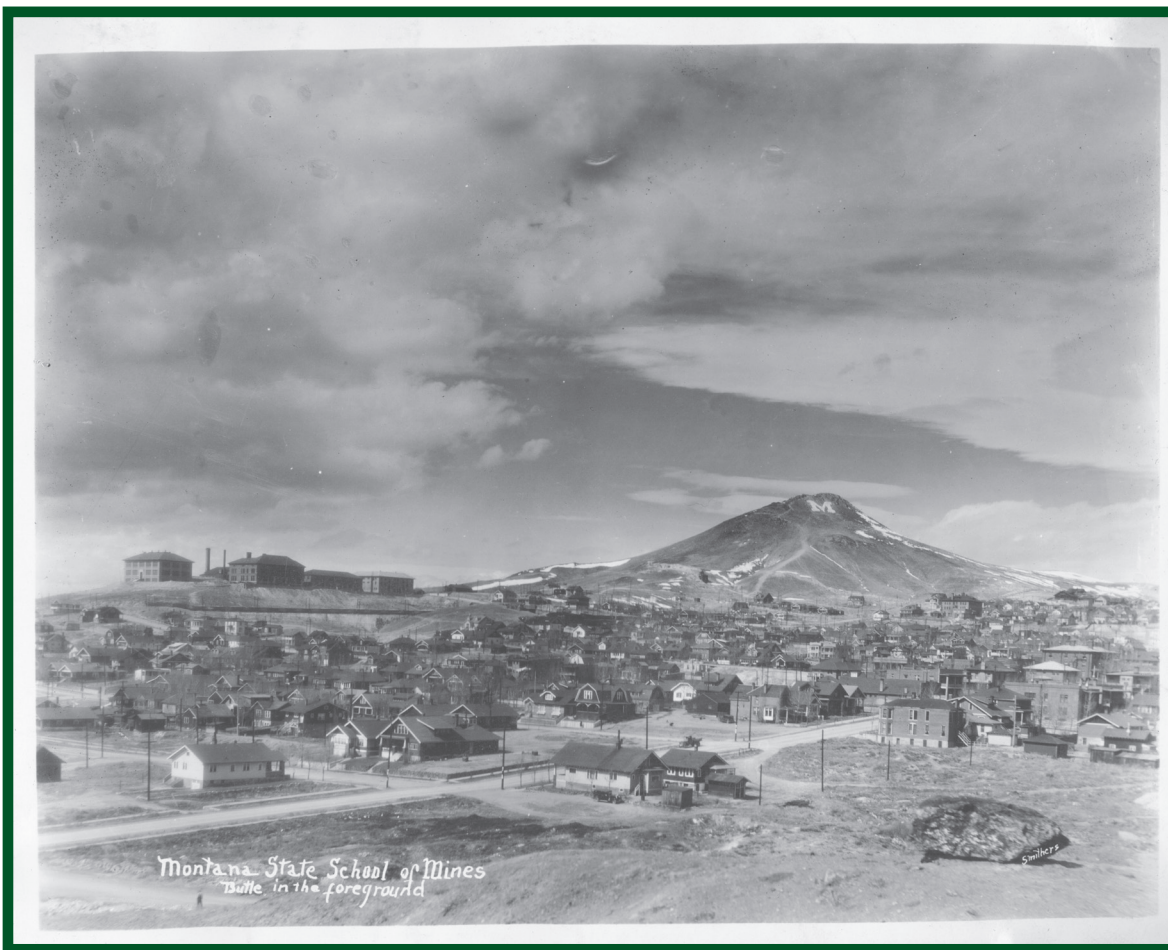
Members of the faculty are highly involved in the selection, evaluation, promotion, and tenure decisions affecting their colleagues. Members of the faculty are almost always a part of search committees for campus positions, particularly when a search pertains to academic affairs. For example, the 1997-1998 search for a Chancellor, three subsequent searches for a Vice Chancellor for Academic Affairs and Research, and a subsequent search for a Vice Chancellor for Institutional Development (now called the Vice Chancellor for Development and Student Services) all had substantial faculty representation.

Faculty involvement in evaluation, promotion, and tenure decisions is detailed in Section II of the Montana Tech Faculty and Staff Handbook. For example, after an applicant's department head and dean have acted on his or her application for promotion or tenure, the Collegiate Evaluation Committee (consisting of faculty members elected from each of the colleges or schools), helps the applicant prepare his or her final application and ultimately submits its recommendation for action on the application to the Vice Chancellor for Academic Affairs and Research. In

addition, Sections 223.1 and 223.2 of the *Montana Tech Faculty and Staff Handbook* call for participation of members of the faculty in the selection and periodic evaluation of department heads and deans.

A union/management committee is employed to handle any issues that the VTEM (South Campus) union may have. This group meets as needed in an attempt to address issues before they reach the grievance stage. Administration has open dialogue with the MTF (North Campus) union as well.

Faculty have numerous opportunities to participate in governance through standing and ad hoc committees. These committees are charged with recommending or, in some cases, setting policies for the institution. For most committees, individuals are appointed by the Chancellor or by the Vice Chancellor for Academic Affairs and Research. Members of some committees are appointed by the Faculty Senate or by the Associated Students of Montana Tech, while members of a few committees are elected. Table 6.D.I is a list of standing boards, committees, and councils:



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TABLE 6.D.I FACULTY GOVERNANCE

SELECTION		COMMITTEE NAME	MEMBERSHIP	
APP'TD	ELECT'D		FACULTY & STAFF	STUD'T
	X	Academic Freedom and Tenure Committee	X	
X		Academic Standards Committee	X	
X		Advising and Retention Steering Committee	X	
X		Athletic Committee	X	X
X		Benefits Committee (MUS Inter-Unit Benefits Committee)	X	
X		Bookstore Advisory Board	X	X
X		Campus Access Committee	X	X
X		Chancellor's Advisory Committee	X	X
	X	Collegiate Evaluation Committee	X	
X		Computer and Telecommunications Advisory Committee	X	X
X		Cultural Events Committee	X	X
X		Curriculum Review Committee	X	X
X		Educational Outreach Advisory Committee	X	
X		Employee Recognition Committee	X	
X		Faculty Advisory Committee for College Relations and Marketing Office	X	
	X	Faculty Senate	X	
X	X	Faculty Service Committee	X	
X		Financial Aid Appeals Committee	X	
X		General Education Review Committee	X	
X		Graduate Council	X	
X		Grievance Committee	X	X
X		Instructional Improvement Committee	X	
X		Library Committee	X	X
X		Motor Pool Committee	X	
X		National Student Awards Committee	X	X
X		Professorship and Faculty Salary Supplement Committee	X	
X		Recycling Committee	X	
X		Research Advisory Committee	X	
X		Safety Committee	X	X
		Salary Advisory Committee		
X		Scholarship and Financial Aid Committee	X	
X		Space Utilization Advisory Committee	X	
	X	Staff Senate	X	
X		Strategic Planning Committee	X	X
X		Student Disciplinary Appeals Committee	X	X
X		Student Union and Activities Advisory Board	X	X
X		Traffic and Parking Committee	X	X
X		Undergraduate Research Committee	X	
X		Web Guidance Committee	X	
X		Wellness Committee	X	

The Montana Tech campus has two faculty unions: MTFA (North Campus) and VTEM (South Campus). North Campus faculty that have earned a Professional Engineer (PE) or Engineer In Training (EIT) certification are not eligible, by Montana Code, to be in the collective bargaining units.

Faculty input into Montana University System issues is provided through the Faculty Senate, by direct input at Board of Regents meetings, and by direct participation in Montana University System committees and councils. For example, many members of the Montana Tech faculty recently participated in system-wide councils which were charged with designing a common course numbering system for the Montana University System.

STANDARD 6.E - STUDENT ROLE IN GOVERNANCE

The role of students in institutional governance, planning, budgeting, and policy development is made clear and public; students are supported in fulfilling that role.

At the highest level, bylaws of the Board of Regents ([Policy 201.7](#)) require appointment of a student member to the Board of Regents. For the 2007-2008 academic year, a Montana Tech student served in that role.

At the campus level, students at both the South and North campuses are self-governed through a single entity, the Associated Students of Montana Tech ("ASMT"). This student-elected body and its officers are governed by the Constitution and Bylaws of the Associated Students of Montana Tech (Exhibit 6.E.I). In addition to appropriating student fees collected for student activities, ASMT appoints students as members of various standing boards, committees, and councils (see Table 6.D.1 in the preceding section). As a matter of course, any proposed policies which impact students are first provided to ASMT for its review and comment prior to adoption. In particular, Board of Regents [Policy 506.1](#) requires that student governments will be allowed to comment on any proposed changes in tuition or fees before such changes are approved by campus administration.

Students at Montana Tech play an active role in search committees. It is a requirement on the campus that all faculty search committees have a student member on the committee. Additionally, students are oftentimes asked to serve on a number of search committees for non-academic positions.

Montana Tech is a student-centered university and the campus values input from students covering a diverse range of topics.

CLOSING THE LOOP

When asked to provide his thoughts on student involvement on the Tech campus, 2008-09 ASMT President Steve Olig wrote:

“The ASMT President is extended virtual walk-in access to all members of the administration. If the students feel a problem needs addressing, their chief advocate has no trouble bringing the problem to campus officials who have the power to implement a solution.

ASMT Presidents are given the privilege of appointing student members to many of the various campus committees. In addition, the ASMT President is a sitting member of the Chancellor’s Advisory Committee, the Strategic Planning Committee, and the Campus Athletic Committee. When necessary, ASMT Presidents are appointed as members select hiring committees or any other committee that is formed to address major changes to campus structure. On occasion, ASMT Presidents have attended Executive Budget Committee meetings whenever they feel a need to know more about campus expenditures or budget proposal and they are given ample time to request special funding when it is available. At other times, ASMT Presidents are provided accurate information regarding campus policy, budgets, future plans, and campus/community issues whenever they request it; their comments, concerns, or suggestions are valued.”

The Office of Student Union and Student Activities promotes and supervises ASMT.

POLICY 6.1 –AFFIRMATIVE ACTION AND NONDISCRIMINATION

Board of Regents Policy 703 on nondiscrimination provides that:

Each campus of the Montana University System shall insure that no employment or educational policy is discriminatory on the basis of race, color, religion, creed, political ideas, sex, age, marital status, physical or mental disability, national origin, or ancestry unless based on reasonable grounds.

As both an educational institution and an employer, Montana Tech of The University of Montana subscribes to the intent, and abides by the letter, of affirmative action, equal employment opportunity, Americans with Disabilities Act, and other laws prohibiting

nondiscrimination. Montana Tech's policy statement on this topic is as follows:

Montana Tech of The University of Montana

Equal Education and Employment Opportunity Policy Statement

It is the policy of Montana Tech to provide equal educational and employment opportunity (EEO) to all persons regardless of race, color, religion, creed, sex, national origin, age, mental or physical disability, marital status, sexual preference, or political belief, with the exception of special programs established by law.

Equal educational opportunity includes admission, recruitment, extracurricular programs and activities, housing, facilities, access to course offerings, counseling and testing, financial assistance, employment, health and insurance services, and athletics. Title IX of the Educational Amendments of 1972 prohibits discrimination on the basis of sex in any education program or activity receiving federal financial assistance by want of grant, contract, or loan.

Montana Tech will take affirmative action (AA) to equalize employment opportunities at all campus levels where evidence exists that there have been barriers to employment for those classes of people who have traditionally been denied equal employment opportunity.

Montana Tech makes a commitment to provide reasonable accommodation to any known disability that may interfere with an applicant's ability to compete in the selection process or an employee's ability to perform the duties of the job.

Montana guarantees employment protection against retaliation for lawfully opposing any discriminatory practice, including filing an internal grievance that alleges unlawful discrimination, filing a union grievance, initiating an external administrative or legal proceeding, or testifying in or participating in any of the above.

The Chancellor has ultimate authority and responsibility for establishing equal employment opportunity as a policy at Montana Tech. The Chancellor pledges to promote and support practices that protect the right of equal employment opportunity.

The designated EEO Officer for Montana Tech is Maggie Peterson. She is responsible for coordinating the campus' EEO/AA program and for resolving application/employee EEO complaints. Maggie's office is in MG 305, and her phone number is 496-4316.

This statement is widely available in both electronic and printed forms, including Montana Tech's website, page 3 of the Montana Tech [2009-2010 Catalog](#), and in a summarized form on page 2 of the [2009-2010 Student Handbook & Calendar](#). It is also a part of the search procedure guidelines.

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POLICY 6.2 COLLECTIVE BARGAINING

Board of Regents [Policy 704](#) on labor relations provides that:

The Commissioner of Higher Education, consistent with the provisions of 39-31-301 MCA, is vested with the authority to manage negotiations consistent with applicable law and Board policy.

At July 1, 2009, various groups of Montana Tech employees are represented as shown in the following table; all seven contracts are in negotiation:

TABLE 6.E.I: MONTANA TECH EMPLOYEE LABOR REPRESENTATION

GROUP	REPRESENTED BY	EXPIRATION
Maintenance engineers: Montana Tech of The University of Montana (north campus)	International Union of Operating Engineers, Local #400	06/30/2011
Custodial and maintenance: Montana Tech of The University of Montana College of Technology (south campus)	International Union of Operating Engineers, Local #400	06/30/2011
Certain staff members	Montana Public Employees Association	06/30/2011: Automatically renews from year to year after June 30, 2009 unless one party notifies the other in accordance with the agreement
Certain Montana Tech faculty members	Montana Tech Faculty Association	06/30/2011
Painters	Montana University System Maintenance Painters Union: Automatically renews for two year periods after June 30, 2009 unless one party notifies the other in accordance with the agreement	06/30/2011
Carpenters	Pacific Northwest Council of Carpenters	06/30/2011: Automatically renews from year to year after June 30, 2009 unless one party notifies the other in accordance with the agreement
College of Technology faculty members	Vocational-Technical Educators of Montana	06/30/2011: Automatically renews from year to year after June 30, 2009 unless one party notifies the other in accordance with the agreement

The full contracts are available on the Montana University System website. It is the considered opinion of the campus that the provisions of the foregoing collective bargaining agreements are consistent with the mission of the institution and consequently do not impair its quality or effectiveness

REFERENCED EXHIBITS

- Exhibit 6.A.I Employees of the Office of the Commissioner of Higher Education and their salaries
- Exhibit 6.C.I Job descriptions for Montana Tech administrative positions
- Exhibit 6.C.II *Montana Tech of The University of Montana Faculty and Staff Handbook*
- Exhibit 6.C.III Job descriptions for Montana Tech deans and department heads
- Exhibit 6.C.IV Résumés of individuals in key administrative positions
- Exhibit 6.C.V Memorandum of understanding between Montana Tech and the Montana Tech Foundation
- Exhibit 6.C.VI Status of projects of the Montana Tech Foundation
- Exhibit 6.C.VII M-News
- Exhibit 6.C.VIII Administrative employees of Montana Tech and their salaries
- Exhibit 6.D.I Minutes of faculty meetings
- Exhibit 6.E.I Constitution and bylaws of the Associated Students of Montana Tech

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SUPPORTING DOCUMENTATION FOR STANDARD SIX

REQUIRED DOCUMENTATION

1. Board and committee membership with a brief ground statement on each board member, including term(s) of office and compensation (if any) for board service. Indicate which board members, if any, are employees.
 - » *Board of Regents board members and biographical data* (see 6.I)
 - » *Board of Regents committees* (see 6.II)
2. Organization charts or tables, both administrative and academic, including name of office holders with a notation of any changes since the last accreditation visit.
 - » Organization chart—administrative (see Figure 6.C.1)
 - » Organization chart—academic (see Figure 6.C.2)
 - » Office holders and changes since last accreditation visit (see Figure 6.C.3)

REQUIRED EXHIBITS

1. Articles of incorporation and bylaws
 - » *Constitution of the State of Montana* (see Exhibit 6.R.I)
 - » *Montana Code Annotated Section 20-25-301* (see Exhibit 6.R.II)
 - » *Montana Code Annotated Section 20-25-302* (see Exhibit 6.R.III)
 - » *Bylaws of the Montana Board of Regents of Higher Education* (see Exhibit 6.R.IV)
2. Board policy manual, together with the agenda and minutes of the last three years of meetings.
 - » *Montana Board of Regents of Higher Education Policy and Procedures Manual* (see Exhibit 6.R.V)
 - » *Board of Regents meeting agendas* (see Exhibit 6.R.VI)
 - » *Board of Regents meeting minutes* (see Exhibit 6.R.VII)
3. Administrative policy manuals.
 - » *Montana Board of Regents of Higher Education Procedures and Guidelines for Agenda Items* (see Exhibit 6.R.VIII)
 - » *Montana Tech Faculty and Staff Handbook* (see Exhibit 6.R.IX)
4. Administrative position descriptions.
 - » *Board of Regents Policy 205.2, Duties and Responsibilities of a President in the Montana University System* (see Exhibit 6.R.X)
 - » *Board of Regents Policy 205-2-1, Duties and Responsibilities of a Chancellor in the Montana University System* (see Exhibit 6.R.XI)
 - » *Montana Tech Faculty and Staff Handbook* (see Exhibit 6.R.IX)
5. Staff handbook.

6. List of currently active committees and task forces with names and on-campus phone numbers of committee or task force chairs.
 - » Exhibit 6.C.II, Appendix A of the Montana Tech Faculty and Staff Handbook
 - » Exhibit 6.D.II, “Montana Tech Committee Roster 2009-2010 (October Final)”
 - » Montana Tech Faculty and Staff Handbook
7. Salary data (including ranges if applicable) and benefits for administration and staff.
 - » Exhibit 6.C.VII.
8. In multi-college systems, organization charts of central office, description of functions of central office personnel and their relationships to institutional personnel, and administrative or policy manuals of the system.
 - » Organization Chart of the Office of the Commissioner of Higher Education (see Exhibit 6.R.XII)
 - » Board of Regents Policy 204.2, Appointment of the Commissioner of Higher Education (see Exhibit 6.R.XIII)
 - » Board of Regents Policy 204.3, Duties and Responsibilities of the Commissioner of Higher Education (see Exhibit 6.R.XIV)
 - » Policies and Procedures for Employees of the Office of the Commissioner of Higher Education (see Exhibit 6.R.XV)
9. Collective bargaining agreements, if any.
 - » Collective bargaining agreements (see Exhibit 6.R.XVI)
10. Constitutions or bylaws of faculty and staff organizations, with minutes of meetings, for the last three years.
 - » Faculty Senate mission statement, bylaws, and meeting minutes (see Exhibit 6.R.XVII)

SUGGESTED MATERIALS

1. Reports to constituencies, including the public.
 - » See Exhibit 6.IV
2. Charter or constitution of student organization.
 - » Exhibit 6.E.I.