

# MUS Structure Study

## November Update

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# This is NOT a new conversation

“Nothing has been more impressive than the defects in the system of divided institutions and their government in Montana. That **higher educational resources are divided** among four institutions, widely separated from each other, is well known. That **this division produces the weaknesses of rivalry and waste of duplication, without real compensating advantages** of separation is recognized by many thoughtful men”

1912 quote from Dr. C. Duniway, then president of Montana State University (Missoula).

# Our structure has characteristics that require careful management

- Dual role of presidents
- Distance of affiliate / embedded campuses from BOR and OCHE
- A “divided” system

# What I've done so far

- **Reviewed documents** – Including accreditation reports, board minutes, and internal memoranda.
- **Reviewed the research literature** – Including similar reviews in other systems and scholarship on multi-campus universities and systems.
- **Interviews** – With 82 individuals / groups, including current and former administrators, board members, faculty, staff and students.
- **Contextual Data** – Building a base of data on the system and state through existing reports and new analysis.

In preparation for a full report in January

# Takeaway #1

Restructuring accomplished many of its goals

- OCHE has assumed more central roles in legislative advocacy & in leveraging system data.
- Cooperation on statewide goals and reforms (CCN, Suicide Prevention, etc.)
- Both services and expertise shared within each affiliation

# What is left to do?

- Improve and deepen academic collaborations
- Share more “across the divide”
- Clear roles. Consistent communication.

# What are our options?

Option A – Deepen affiliations

Option B – A “flat” university system

Option C – Work within our current structure

How can we work better within our current structure?

***“In this system, I don’t know what my lane is”***

- Better define how different levels of the system are meant to interface in key areas through an MOU
- Review these definitions regularly.



How can we work better within our current structure?

***“Collaboration gets done by putting people in a room and having them talk about common goals”***

- *Provide more structured time, apart from BOR meetings, for system leaders to meet and collaborate on system issues.*

# Questions