March 1, 2024

Dr. Waded Cruzado
President
Montana State University - Bozeman
211 Montana Hall
Bozeman, MT 59717

Dear President Cruzado:

Attached please find the Fall 2023 Policies, Regulations, and Financial Review (PRFR) Evaluation Committee's review of Montana State University - Bozeman. The attached review documents areas where the institution was found to be in compliance with the NWCCU Standards for Accreditation and where additional opportunities for improvement exist. Please note that the Year Seven Evaluation of Institutional Effectiveness (EIE) Evaluation Team will receive a copy of this report, as will the NWCCU Board of Commissioners at your EIE evaluation by the Commission in roughly one year's time.

Please address any areas of needed improvement that the PRFR Evaluation Committee has noted as findings in this report in your EIE self-evaluation. Please feel free to reach out to your NWCCU Staff Liaison if you have further questions.

Type 1: Standards Substantially in Compliance but in Need of Improvement
- Finding Type 1: Fall 2023 Policies, Regulations, and Financial Review - The following standards are areas substantially in compliance but where improvement is needed. (2020 Standard(s) 2.D.1;2.G.7)

Type 2: Standards in Need of Onsite Evaluation
- Finding Type 2: Fall 2023 Policies, Regulations, and Financial Review - The following standards are areas where the Committee identified significant issues, or where the Committee was unable to adequately assess, and recommends the EIE peer evaluation team include evaluator(s) with relevant expertise for review. (2020 Standard(s) 2.G.6)

Future Evaluations
- Year 7 - Evaluation of Institutional Effectiveness Fall 2024
  - Recommendation 1: Fall 2020 Mid-Cycle Review
  - Recommendation 2: Fall 2020 Mid-Cycle Review
  - Recommendation 3: Fall 2020 Mid-Cycle Review
  - Finding Type 1: Fall 2023 Policies, Regulations, and Financial Review
  - Finding Type 2: Fall 2023 Policies, Regulations, and Financial Review

Thank you for your commitment to the process of peer evaluation and continuous quality improvement. If you have questions about any of the information in this letter, please contact your staff liaison, Dr. Gita Bangera, at gbangera@nwccu.org.

Sincerely,

Aaron Christopher
Vice President for Administration and Finance

cc: Dr. Tracy Dougher, Vice Provost for Curriculum, Assessment, and Accreditation
        Ms. Brianne Rogers, BOR Chair
        Mr. Clayton Christian, Commissioner of Education, Montana University System

Peer Evaluation for: Montana State University - Bozeman

Standard 2: Governance, Resources, and Capacity
The institution articulates its commitment to a structure of governance that is inclusive in its planning and decision-making. Through its planning, operational activities, and allocation of resources, the institution demonstrates a commitment to student learning and achievement in an environment respectful of meaningful discourse.

Standard 2.A.1
The institution demonstrates an effective governance structure, with a board(s) or other governing body(ies) composed predominantly of members with no contractual, employment relationship, or personal financial interest with the institution. Such members shall also possess clearly defined authority, roles, and responsibilities. Institutions that are part of a complex system with multiple boards, a centralized board, or related entities shall have, with respect to such boards, written and clearly defined contractual authority, roles, and responsibilities for all entities. In addition, authority and responsibility between the system and the institution is clearly delineated in a written contract, described on its website and in its public documents, and provides the NWCCU accredited institution with sufficient autonomy to fulfill its mission.

Team Verification: Compliant (Sufficient evidence that indicates compliance)

Evidence:
- Institutional governance policies and procedures **_Y_**
- System governance policies and procedures (if applicable) **_Y_**
- Multiple board governing policies and procedures (if applicable) **_Y_**
- Board's calendar for reviewing institutional and board policies and procedures **_Y_**
- Bylaws and Articles of Incorporation referencing governance structure **_Y_**

Rationale:
MSU is a part of the Montana University System (MUS). Websites of both MSU and MUS websites include their respective strategic plans, governance structures, policies and procedures, bylaws, and institutional data. MUS BOR policies and procedures manual includes clear section numbers and include dates when policies were last revised. Reviewers could not find a fixed schedule that the system follows for revisiting and updating BOR policies. MSU policy website includes a list of when the institutional policies were last revised. Bylaws are separately available on the website and Articles of Incorporation referencing governance structure is evident in the policy and procedure manual, e.g. 505.2

Standard 2.A.2
The institution has an effective system of leadership, staffed by qualified administrators, with appropriate levels of authority, responsibility, and accountability who are charged with planning, organizing, and managing the institution and assessing its achievements and effectiveness.

Team Verification: Compliant (Sufficient evidence that indicates compliance)

Evidence:
- Leadership organizational chart **_Y_**
- Curriculum vitae of executive leadership **_Y_**

Rationale:
MSU Office of Planning and Analysis has a central side that links to updated org charts of multiple administrative units. The respective websites of the President and Provost list senior administrators under their organizational structure but do not provide a links to CVs, which are either hard to find or not available. We encourage the organization to make such information more accessible.

Standard 2.A.3
The institution employs an appropriately qualified chief executive officer with full-time responsibility to the institution. The chief executive may serve as an ex officio member of the governing board(s) but may not serve as its chair.

Team Verification: Compliant (Sufficient evidence that indicates compliance)

Evidence:
- Curriculum vitae of President/CEO **_Y_**

Rationale:
The descriptive bio of President Cruzado is available on the institutional website. President Cruzado has a terminal degree, and extensive academic and administrative experience. The President does not serve on the university system governing board.

Standard 2.A.4

The institution's decision-making structures and processes, which are documented and publicly available, must include provisions for the consideration of the views of faculty, staff, administrators, and students on matters in which each has a direct and reasonable interest.

Team Verification: Compliant (Sufficient evidence that indicates compliance)

Evidence:

- Institutional governance policies and procedures (see 2.A.1) _Y_

Rationale:

MSU has a central website that provides links to more than fifty councils, committees and boards that oversee, among other things, planning, processes, and academic matters. Representatives of governance groups have a seat on important and relevant decision making councils as evident from the membership listing on the respective webpages of the councils and committees. These pages also list areas of responsibility, meeting agendas and minutes. University council, faculty senate, staff council are featured on this central site. The student governance group, Associated Students of Montana State University, has a separate website with links to governing documents. ASMSU has a seat on the System BoR.

Standard 2.B.1

Within the context of its mission and values, the institution adheres to the principles of academic freedom and independence that protect its constituencies from inappropriate internal and external influences, pressures, and harassment.

Team Verification: Compliant (Sufficient evidence that indicates compliance)

Evidence:

- Academic freedom policies and procedures (evidence could include samples of negotiated agreements with faculty and/or staff, where appropriate) _Y_
- Evidence that the students also have academic freedom _Y_

Rationale:

Faculty academic freedom is well covered in BOR Policy 302 that also endorses the AAUP statement on academic freedom. Academic freedom for graduate students is explicitly listed in the graduate school equity and inclusion statement. Additionally, MSU has a freedom of expression policy that covers students and a free speech webpage with FAQs.

Standard 2.B.2

Within the context of its mission and values, the institution defines and actively promotes an environment that supports independent thought in the pursuit and dissemination of knowledge. It affirms the freedom of faculty, staff, administrators, and students to share their scholarship and reasoned conclusions with others. While the institution and individuals within the institution may hold to a particular personal, social, or religious philosophy, its constituencies are intellectually free to test and examine all knowledge and theories, thought, reason, and perspectives of truth. Individuals within the institution allow others the freedom to do the same.

Team Verification: Compliant (Sufficient evidence that indicates compliance)

Rationale:

MUS and MSU both have policies supporting free thinking and expression (see evidence in 2.B.1). MSU's land grant mission and 2019 strategic focus on scholarship that improves lives (Intentional Focus 2) aligns with Standard 2.B.2

Standard 2.C.1

The institution's transfer-of-credit policy maintains the integrity of its programs and facilitates the efficient mobility of students desirous of the completion of their educational credits, credentials, or degrees in furtherance of their academic goals.

Team Verification: Compliant (Sufficient evidence that indicates compliance)

Evidence:

- Transfer of credit policies and procedures _Y_

Rationale:

MSU's transfer equivalency webpage is simple and effective. Transfer policies are clearly noted, and transfers within MUS are streamlined.

Standard 2.C.2

The institution's policies and procedures related to student rights and responsibilities should include, but not be limited to, provisions related to academic honesty, conduct, appeals, grievances, and accommodations for persons with disabilities.

Team Verification: Compliant (Sufficient evidence that indicates compliance)

Evidence:

Documentation of student's rights and responsibilities policies and procedures, which include:

- Academic honesty _Y_
- Conduct _Y_
- Appeals, grievances _Y_
- Accommodations for persons with disabilities _N_

Rationale:

Code of Student Conduct, that was updated in 2023 and scheduled for next update in 2026, is available on the policies website as well as a downloadable pdf. It adequately addresses policies and procedures related to academic honesty, conduct, appeals, and grievances. Disability services website provides information on services to students with disabilities. MSU also has a web accessibility policy and guidelines in place.

Standard 2.C.3

The institution's academic and administrative policies and procedures should include admission and placement policies that guide the enrollment of students in courses and programs through an evaluation of prerequisite knowledge, skills, and abilities to ensure a reasonable probability of student success at a level commensurate with the institution's expectations. Such policies should also include a policy regarding continuation in and termination from its educational programs, including its appeal and re-admission policy.

Team Verification: Compliant (Sufficient evidence that indicates compliance)

Evidence:

- Policies and procedures for recruiting, admitting, and placing students _Y_
- Policies/procedures related to continuation and termination from educational programs including appeal process and readmission policies/procedures _Y_

Rationale:

Postsecondary admissions procedures for flagship and other community campuses are separately listed on the respective admissions website. Graduate admissions procedures are detailed on graduate school website. MSU provides updated policies on student scholastic warning and suspension on its website. Appeal and reinstatement processes are in place, with appeal forms available at college-level and on the provost website.

Standard 2.C.4

The institution's policies and procedures regarding the secure retention of student records must include provisions related to confidentiality, release, and the reliable backup and retrievability of such records.

Team Verification: Compliant (Sufficient evidence that indicates compliance)

Evidence:

- Policies/procedures regarding secure retention of student records, (i.e., back-up, confidentiality, release, protection from cybersecurity issues or other emergencies) _Y_

Rationale:

MSU maintains a data stewardship policy Section 300 of this policy provides links to the four campus-specific standards and procedures for policy implementation. The report mentions a university specific FERPA site, though the link is to the federal FERPA site.

Standard 2.D.1

The institution represents itself clearly, accurately, and consistently through its announcements, statements, and publications. It communicates its academic intentions, programs, and services to students and to the public and demonstrates that its academic programs can be completed in a timely fashion. It regularly reviews its publications to ensure accuracy and integrity in all representations about its mission, programs, and services.

Team Verification: Type 1 Finding – (Provided evidence suggests that the institution needs improvement

Evidence:

- Policies/procedures for reviewing published materials (print or websites) that assures institutional integrity _N_

Rationale:
MSU's academic website contains details of the programs available at MSU for students and includes a digital catalog with list of courses offered and schedule. OPA publishes annual reports and institutional data. There is also a calendar of events and student facing website. The institute does not provide sufficient evidence for review of its publications.

Standard 2.D.2

The institution advocates, subscribes to, and exemplifies high ethical standards in its management and operations, including in its dealings with the public, NWCCU, and external organizations, including the fair and equitable treatment of students, faculty, administrators, staff, and other stakeholders and constituencies. The institution ensures that complaints and grievances are addressed in a fair, equitable, and timely manner.

Team Verification: Compliant (Sufficient evidence that indicates compliance)

Evidence:
- Policies/procedures for reviewing internal and external complaints and grievances **_Y_**

Rationale:
Ethical standards and professional expectations from students, staff, and faculty are mentioned in student codes of conduct, faculty handbook, CBA, and HR policies. These resources also outline due process rights for complaints and grievances. Research integrity is separately addressed on the research website.

Standard 2.D.3

The institution adheres to clearly defined policies that prohibit conflicts of interest on the part of members of the governing board(s), administration, faculty, and staff.

Team Verification: Compliant (Sufficient evidence that indicates compliance)

Evidence:
- Policies/procedures prohibiting conflict of interests among employees and board members **_Y_**

Rationale:
Clear COI policy exists. Conflict disclosure forms and COI management plans are evaluated by a COI committee.

Standard 2.E.1

The institution utilizes relevant audit processes and regular reporting to demonstrate financial stability, including sufficient cash flow and reserves to achieve and fulfill its mission

Team Verification: Compliant (Sufficient evidence that indicates compliance)

Evidence:
- Policies/procedures that articulate the oversight and management of financial resources **_Y_**
- Latest external financial audit including management letter **_Y_**
- Cash flow balance sheets **_Y_**
- Audited financial statements **_Y_**
- Tuition and fees, educational, and auxiliary revenue for undergraduate and graduate enrollments **_Y_**
- Significant contracts/grants **_Y_**
- Endowment and giving reports **_Y_**
- Investment revenue **_Y_**

Rationale:
Appendix D includes link to the MSU FY22 full financial statement. This document provides the budget context for principles of budget management. MSU has shown robust growth in enrollment, grants and contracts, net revenue, and net position. Financial data in MSUs PRFR report and MSU's financial report had inconsistencies. We suggest the institute runs data integrity checks in future reporting and further highlight endowment or investment revenues. The economic outlook is strong with projected stable state funding, enrollment growth particularly at the Gallup campus, and steady or growing research revenues. MSU Alumni Foundation touts of a $178 million endowment pool of more than 1,200 investment funds. Investment revenues and base swaps are highlighted in the financial review pages 30-31.

Standard 2.E.2

Financial planning includes meaningful opportunities for participation by stakeholders and ensures appropriate available funds, realistic development of financial resources, and comprehensive risk management to ensure short term financial health and long-term financial stability and sustainability.

Team Verification: Compliant (Sufficient evidence that indicates compliance)

Evidence:
- Policies / procedures for planning and monitoring of operating and capital budgets, reserves, investments, fundraising, cash management, debt management, transfers and borrowing between funds _Y_
- Sample of meeting agendas, minutes, and/or other documentation as evidence of meaningful opportunities for participation by stakeholders _Y

Rationale:
Financial report provides some context for budget planning. Planning occurs mainly through budget council that relies on the work of enrollment management teams, education advisory board, OPA, and budget office. Strategic reallocation for top 5 to 6 priorities occurs from across the board 2% pullback. Budget council meeting agendas and minutes are available on a public facing website.

Standard 2.E.3
Financial resources are managed transparently in accordance with policies approved by the institution's governing board(s), governance structure(s), and applicable state and federal laws.

Team Verification: Compliant (Sufficient evidence that indicates compliance)

Evidence:
- Description of internal financial controls _Y_
- Board approved financial policies, state financial policies, or system financial policies _Y_

Rationale:
MSU's Business service webpage includes a link to their Business Procedures Manu for financial resource management that is internally accessible with a university log in. MSU Budget (Axiom) website has detailed information.

Standard 2.F.1
Faculty, staff, and administrators are apprised of their conditions of employment, work assignments, rights and responsibilities, and criteria and procedures for evaluation, retention, promotion, and termination.

Team Verification: Compliant (Sufficient evidence that indicates compliance)

Evidence:
- Human resource policies / procedures _Y_
- Policies/procedures related to teaching, scholarship, service, and artistic creation _Y_
- Policies/procedures for apprising employees of working conditions, rights and responsibilities, evaluation, retention, promotion, and termination _Y_

Rationale:
Relevant policies and processes are well documented – e.g. in the Human Resources Policies and Procedures website, faculty handbook that includes evaluation and P&T processes, and the CBAs for non-tenure track faculty and graduate students.

Standard 2.F.2
The institution provides faculty, staff, and administrators with appropriate opportunities and support for professional growth and development.

Team Verification: Compliant (Sufficient evidence that indicates compliance)

Evidence:
- Employee professional development policies/procedures _Y_

Rationale:
HR houses Professional Development and Training website with links to both online training and in-person courses. This includes supervisor training materials. Faculty development opportunities are primarily housed in the Center for Teaching Excellence.

Standard 2.F.3
Consistent with its mission, programs, and services, the institution employs faculty, staff, and administrators sufficient in role, number, and qualifications to achieve its organizational responsibilities, educational objectives, establish and oversee academic policies, and ensure the integrity and continuity of its academic programs.

Team Verification: Compliant (Sufficient evidence that indicates compliance)

Evidence:
- Documentation about engagement and responsibilities specified for faculty and staff, as appropriate _Y_
- Personnel hiring policy/procedures _Y_

- Academic organizational chart **_Y_**
- Administrator/staff /faculty evaluation policies/procedures **_Y_**

Rationale:

The evidence above was not provided in the response. However, review of public websites of HR and faculty handbook indicate that expected policies, processes, and practices are in place. IPEDS 2020 data that is also included in table 6 of PRFR report indicates sufficiency of faculty and staff with respect to number of students served and the mission of the land grant university.

Standard 2.F.4

Faculty, staff, and administrators are evaluated regularly and systematically in alignment with institutional mission and goals, educational objectives, and policies and procedures. Evaluations are based on written criteria that are published, easily accessible, and clearly communicated. Evaluations are applied equitably, fairly, and consistently in relation to responsibilities and duties. Personnel are assessed for effectiveness and are provided feedback and encouragement for improvement.

Team Verification: Compliant (Sufficient evidence that indicates compliance)

Evidence:
- Administrator/staff/faculty evaluation policies/procedures **_Y_**

Rationale:

Faculty annual evaluation process, and promotion & tenure processes are outlined in the faculty handbook. Non tenure faculty evaluations follow the processes in the CBA. HR site and staff CBA indicates that the administrator and other staff evaluations are on an annual cycle.

Standard 2.G.1

Consistent with the nature of its educational programs and methods of delivery, and with a particular focus on equity and closure of equity gaps in achievement, the institution creates and maintains effective learning environments with appropriate programs and services to support student learning and success.

Team Verification: Compliant (Sufficient evidence that indicates compliance)

Evidence:
- Listing of programs and services supporting student learning needs **_Y_**

Rationale:

Numerous learning spaces and student services are available, including central and distributed advising, targeted advising for diverse groups, financial aid, career services, writing and math support. Some links were provided in the appendix and others are searchable on the web.

Standard 2.G.2

The institution publishes in a catalog, or provides in a manner available to students and other stakeholders, current and accurate information that includes: institutional mission; admission requirements and procedures; grading policy; information on academic programs and courses, including degree and program completion requirements, expected learning outcomes, required course sequences, and projected timelines to completion based on normal student progress and the frequency of course offerings; names, titles, degrees held, and conferring institutions for administrators and full-time faculty; rules and regulations for conduct, rights, and responsibilities; tuition, fees, and other program costs; refund policies and procedures for students who withdraw from enrollment; opportunities and requirements for financial aid; and the academic calendar.

Team Verification: Compliant (Sufficient evidence that indicates compliance)

Evidence:

Catalog (and/or other publications) that provides information regarding:
- Institutional mission **_Y_**
- Admission requirements and procedures **_Y_**
- Grading policy **_Y_**
- Information on academic programs and courses, including degree and program completion requirements, expected learning outcomes, required course sequences, and projected timelines to completion **_Y_**
- Names, titles, degrees held, and conferring institutions for administrators and full-time faculty **_Y_**
- Rules and regulations for conduct, rights, and responsibilities **_Y_**
- Tuition, fees, and other program costs **_Y_**
- Refund policies and procedures for students who withdraw from enrollment **_Y_**
- Opportunities and requirements for financial aid **_Y_**
- The academic calendar **_Y_**

Rationale: Compliant web-based catalog is available.

Standard 2.G.3

Publications and other written materials that describe educational programs include accurate information on national and/or state legal eligibility requirements for licensure or entry into an occupation or profession for which education and training are offered. Descriptions of unique requirements for employment and advancement in the occupation or profession shall be included in such materials.

Team Verification: Compliant (Sufficient evidence that indicates compliance)

Evidence:

Samples of publications and other written materials that describe:
- Accurate information on national and/or state legal eligibility requirements for licensure or entry into an occupation or profession for which education and training are offered **_Y_**
- Descriptions of unique requirements for employment and advancement in the occupation or profession shall be included in such materials **_Y_**

Rationale:

State legal eligibility requirements for licensure is available distributed by program. An example was made available in the PRFR report. Career information is available through career services.

Standard 2.G.4

The institution provides an effective and accountable program of financial aid consistent with its mission, student needs, and institutional resources. Information regarding the categories of financial assistance (such as scholarships, grants, and loans) is published and made available to prospective and enrolled students.

Team Verification: Compliant (Sufficient evidence that indicates compliance)

Evidence:
- Published financial aid policies/procedures including information about categories of financial assistance **_Y_**
- Information to students regarding repayment obligations **_Y_**
- Policies / procedures for monitoring student loan programs **_Y_**

Rationale:

Financial aid website has relevant information to meet this standard.

Standard 2.G.5

Students receiving financial assistance are informed of any repayment obligations. The institution regularly monitors its student loan programs and publicizes the institution's loan default rate on its website.

Team Verification: Compliant (Sufficient evidence that indicates compliance)

Evidence:
- Published financial aid policies/procedures including information about categories of financial assistance **_Y_**
- Information to students regarding repayment obligations **_Y_**
- Policies / procedures for monitoring student loan programs **_Y_**
- Loan default rate published on website **_Y_**

Rationale:

All relevant information including loan default rates are included in the financial aid => loans website. The cohort rate is low and updated on the website compared to the PRFR report.

Standard 2.G.6

The institution designs, maintains, and evaluates a systematic and effective program of academic advisement to support student development and success. Personnel responsible for advising students are knowledgeable of the curriculum, program and graduation requirements, and are adequately prepared to successfully fulfill their responsibilities. Advising requirements and responsibilities of advisors are defined, published, and made available to students.

Team Verification: Type 2 Finding – (Insufficient evidence, unable to evaluate)

Evidence:
- Description of advising program, staffing, and advising publications (Student handbook or Catalog; links to webpages – please note specific pages or areas) **_Y_**
- Systematic evaluation of advising **_N_**
- Professional development policies / procedures for advisors **_Y_**

Rationale:

Numerous advising materials and resources are available on the Advising commons website. All resources are web based and do not typically tie to one manual with page numbers. Multiple student support programs are available, with a special focus on retention of first-time fulltime students. Procedures advisors need to follow are clear. MSU indicates that it subscribes to NACADA Academic Advising Core Competencies Model for advisor development. Reviewers could not find relevant information on systematic evaluation of advising efficacy.

Standard 2.G.7

The institution maintains an effective identity verification process for students, including those enrolled in distance education courses and programs, to establish that the student enrolled in such a course or program is the same person whose achievements are evaluated and credentialed. The institution ensures that the identity verification process for distance education students protects student privacy and that students are informed, in writing at the time of enrollment, of current and projected charges associated with the identity verification process.

Note: Institutions should refer to NWCCU Distance Education Policy for guidance and definitions related to the required evidence.

Team Verification: Type 1 Finding – (Provided evidence suggests that the institution needs improvement)

Evidence:

- Policies/procedures for ensuring the student who registers in a distance education course/program is the same student who participates in the course and receives credit _Y_
- Policies/procedures make it clear that these processes protect student privacy _Y_
- Notification to students at the time of registration of any additional charges associated with verification procedures _Y_
- Academic policies/procedures for instructors to implement requirements for *regular and substantive interaction* in distance education courses/programs _N_

Rationale:

The student identity verification follows best practices. NWCCU's request for evidence for meeting federal RSI policy requirements is acknowledged with a note that work is in progress. MSU will need to prioritize this.

Standard 2.H.1

Consistent with its mission, the institution employs qualified personnel and provides access to library and information resources with a level of currency, depth, and breadth sufficient to support and sustain the institution's mission, programs, and services.

Team Verification: Compliant (Sufficient evidence that indicates compliance)

Evidence:

- Procedures for assessing adequacy of library collections _Y_
- Library planning committee and procedures for planning and collection development _Y_
- Library instruction plan; policies/procedures related to the use of library and information resources _Y_
- Library staffing information; policies/procedures that explains faculty/library partnership for assuring library and information resources are integrated into the learning process _Y_

Rationale:

Library site reveals that there are sufficient resources to meet the stated mission in these sub areas.

Standard 2.I.1

Consistent with its mission, the institution creates and maintains physical facilities and technology infrastructure that are accessible, safe, secure, and sufficient in quantity and quality to ensure healthful learning and working environments that support and sustain the institution's mission, academic programs, and services.

Team Verification: Compliant (Sufficient evidence that indicates compliance)

Evidence:

Facilities master plan, including:

- Equipment replacement policies/procedures _Y_
- Procedures for assessing sufficiency of physical facilities _Y_
- Policies and procedures for ensuring accessible, safe, and secure facilities _Y_
- Policies/procedures for the use, storage, and disposal of hazardous waste _Y_
- Technology master plan and planning processes _Y_

Rationale:

University facilities management site has information on space planning, management, facilities, and related services. Budget summaries show investment in new capital projects and ongoing DM safety risk management site has policies for

hazardous waste management. MSU project management site lists services rendered for special projects though reviewers could not find equipment replacement policies and procedures.

Concluding Comments

University facilities management site has information on space planning, management, facilities, and related services. Budget summaries show investment in new capital projects and ongoing DM safety risk management site has policies for hazardous waste management. MSU project management site lists services rendered for special projects though reviewers could not find equipment replacement policies and procedures.