Core Theme 5 – Stewardship

Overarching Goal/Objective

“We will responsibly manage our human, physical, economic and environmental resources in an open and sustainable manner, to enhance the reputation and appeal of MSU in accordance with constituent expectations.”

Sub-goals & Measurable Outcomes

1. Human Resources
   a. The faculty and staff are well qualified and supported to serve the needs of our students and larger community.
   b. MSU will be an inclusive community, respecting our cultural heritage, and supporting and encouraging diversity and engagement.

   Question: How do you support faculty and staff if the budget is not there?

   Fully engage and support faculty and staff to achieve the University mission. Utilize career progression, strategic pay, merit based pay awards and incentives to encourage greater performance and employee satisfaction. Measure performance by customer or client satisfaction. Encourage interdepartmental and community partnerships and public outreach programs. Achievement awards.

2. Physical Resources
   a. Our publicly provided resources shall be used efficiently, effectively and sustainably.
   b. Our physical infrastructure will be well-maintained and useful.

   Adopt nationally recognized metrics to assess the management of MSU’s physical infrastructure (for example, The Association of Higher Education Facilities Officers (APPA)). Comparison of the % ratio of budget and Current Replacement Value (CRV) with peer institutions. Metrics shall include customer satisfaction, ratio of funds spent on preventative v corrective maintenance, building system function and effectiveness, and campus aesthetics.

   Comparison of classroom environment and educational technologies to peer institutions and/or by student and faculty surveys and research.

3. Economic Resources
   a. MSU will operate openly and use our publicly provided resources wisely.

   Potential Indicators: Cost/student, Tuition & Fees/ Student, State Appropriation/FTE, State Appropriation as % of Total Budget, Job Placement Rates (# of students that stay in MT and contribute to the economy).

   Economic Impact Indicators (Montana jobs, income, tax revenue impacts).

   Budget alignment.

4. Environmental Resources
   a. MSU shall operate openly and use our natural resources efficiently and sustainably.
   b. MSU will nurture a culture of resource conservation and ecological literacy among students, faculty and staff, and the greater community.

   MSU will implement the recommendations in the 2011 Climate Action Plan to achieve institutional climate neutrality. MSU shall achieve a 20% reduction in Greenhouse Gas Emissions (GHG) from 2009 levels by 2025.

   MSU shall complete and implement a Sustainability Plan by 2013. The Plan shall include recommendations for policies and strategies to integrate sustainable stewardship and a culture of resource conservation into all aspects of the MSU mission.
Discussion Notes/Indicators

Human Resources

Faculty and staff salaries should meet x% of national average indicators (for example, American Association of University Professors (AAUP) and College and University Professional Association (CUPA)).

Faculty and staff shall have reasonable access to training, professional development and flexible work options. Measured as compared to peer institutions and by employee satisfaction surveys and/or # of participants in development programs.

Ratio of faculty and staff to students compared to peer institutions.

Number of students, staff and faculty from underrepresented cultural groups and minorities.

Customer satisfaction surveys.