

# MICHIGAN STATE UNIVERSITY

September 26, 2016

## MEMORANDUM

**TO:** Deans  
**FROM:** June Pierce Youatt, Provost  
**RE:** Fall 2016 Planning

During the past year we made significant progress on a number of important university initiatives.

- In terms of research and scholarship, 25 faculty members will join us this academic year as part of the first round of the Global Impact Initiative (GII) hiring. The ongoing dedication of our current faculty and the infusion of new talent through the GII and other hiring processes continue to enhance MSU's national and international reputation.
- We continue to focus on ensuring success for all students, especially for lower income and first generation students, through initiatives such as the Student Success Transformation Program and Neighborhood Student Success Collaborative. Specifically, the integration of advising platforms allows us to utilize data to more effectively impact student progress, retention, and graduation.
- The launch of the Hub for Innovation in Learning and Technology has already paid dividends in ensuring our curriculum and pedagogies continue to evolve with the expectations of what a world-class education entails, and there are many more exciting Hub projects in progress and on the horizon.
- Finally, through our collective hard work and commitment, we received a successful reaffirmation of accreditation from the Higher Learning Commission following the team's visit this past spring.



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In order to maintain and build upon our successes, it is important to continue to deliberately plan for the future in an integrated manner.

Consistent with prior years, begin your letter by:

1. Identifying updates/changes to the College's strategic plan (if any).

Following last year's process, I again ask you to describe how your College is addressing the following priority areas I first announced during my Spring 2015 LEAD session (<https://provost.msu.edu/priorities/index.html>). Succinct updates and examples on the highest priority projects and initiatives are appreciated.

2. Providing support for faculty resulting in greater scholarly productivity and instructional effectiveness.

3. Pursuing multiple strategies for expanding, enhancing, and elevating scholarship.
4. Pursuing multiple strategies for enhancing student success (retention, graduation, achievement).
5. As an addition for this year, I would like each college to discuss their current digital strategy and its programmatic and financial implications both at the college and university level.

In order to achieve our academic goals, it is important to continually evaluate the efficiency of our operations and ensure maximum resources are devoted to our core academic mission. Please address each of the following items:

6. Attached is an overview of your unit's monetary reserves. Review your unit's status and indicate reasons for increases or reductions and planned uses of reserves. Commentary on the summary overview is appreciated. A detailed view of each account is provided for reference, but you do not need to provide a response for each account. During your review, keep in mind that as a public institution, MSU needs to recognize both concerns over accumulated fund balances and the need to provide units with flexibility to utilize funds to plan for and catalyze new strategic initiatives.
7. Attached is a chart outlining your unit's historical General Fund / Non-Academic Staff FTE levels. Review this document to: 1) identify any discrepancies, 2) discuss where and for what purposes any increases occurred either overall or within specific subunits, specifically within the past year, and 3) describe how your unit is working to limit future growth in non-academic staff FTE counts.
8. Given the State's long-term funding needs for big ticket items such as infrastructure funding, Flint, and the Detroit Public Schools, we anticipate tepid support for higher education in the coming years. We will refine projections as information becomes clearer, but at this time it is prudent to plan for at least a potential 1% budget reduction for units for the 2017-18 fiscal year. Outline the areas a potential budget reduction would most likely impact should that be necessary.

Finally, respond to the following two areas:

9. Complete the attached spreadsheet on faculty recruitment efforts in 2016-17 and projections of faculty retirements during the next 5 years.
10. Attached are college profile templates and key metrics for colleges broken down to the department level. These templates are intended to serve as a starting point for developing a comprehensive overview of each academic college that may be utilized in the future to communicate across colleges and other internal stakeholders to increase transparency and collaboration. Review your college's attached documents and provide commentary on both your overall impressions on how this information should be shared and utilized internally and ideas for what the college and university can do to make the strategic changes necessary

to accelerate progress on key metrics. *Note:* This commentary can be provided in a format outside of your planning letter and does not count toward your suggested page limit.

Thank you for your attention to this request. As in previous years, I would appreciate a **narrative limited to 6-8 pages**, although I appreciate the difficulty of creating a thoughtful, integrative commentary within the page constraints. I hope the information requested prompts discussion within your leadership team, and I look forward to our conversation later in the semester. Please submit all materials electronically by **Friday, November 11** to Mike Zeig ([zeigmich@msu.edu](mailto:zeigmich@msu.edu)), with a copy to Margie Aimery ([aimery@msu.edu](mailto:aimery@msu.edu)). If you have any questions, feel free to contact me directly or to talk with Dave Byelich or Mike Zeig at 355-9271.

cc: Dave Byelich  
Mike Zeig