Current Planning Goal
Strategic Concepts and Design Principles
2008-09 through 2012

What needs to be refreshed or even strategically changed for 2015 through 2025?
Current Planning Goal: Preserve MSU’s Value to Critical Stakeholders During Difficult Times

- World class academic, research, and outreach programs
  
  Locally relevant
  
  Globally engaged

- High performing, closely aligned, support programs

- Honor/reinvent land-grant traditions for 21st century

- Talented, high-performing, inclusive faculty and staff working effectively as Team MSU

- Critical stewardship investments made on an ongoing basis

- Among the best research universities in the world
Strategic Concepts

- Core values and identity are constant
  - Quality, inclusion, connectivity
- Sustain the “magic” of MSU/land-grant programming
- Remain competitive on key reputational measures
- Build upon MSU experience and reputation as an international university
- Short-term decisions must be sustainable and advance a long-term strategy
- Continued reliance on tested systems and processes for guiding MSU
- Reinforce use of evidence-based planning and decision making
- Proposals primarily built through unit and cross-unit planning augmented by consultation with faculty, staff, students and stakeholders through established processes and avenues of community input (e.g. web)
Strategic Concepts

- Boldness by Design provides long-term direction to enhance MSU's local relevance and global engagement
  - Priorities determined by anticipated societal needs
- Focus on issues with the most potential for solving problems
- Productivity comparable to or better than peers
- Use the 25 Boldness by Design indicators for decision making including:
  - Student faculty ratio – Limit to 17 to 1
  - Graduation rates – Continued improvement
  - Research grants – Close gap with peers
  - National academy memberships – Work toward doubling current complement
- Clear vision of what constitutes success
Financial Climate

• Grow revenues and control expenditures to address dramatic loss of state appropriation support over next three years

• Sculpt university to maintain its status among the best research universities in the world while adjusting to long-term fiscal realities
Global Design Principles

- Guide sculpting process over next three to four years
- Institutional direction setting
- Changing culture and attitudes
- Reaffirm priority of academic mission
- Provide accountability mechanism to assess progress over time
- Must have design principles to serve as touchstones for gradual as well as abrupt change
- Most design principles have previously existed, now are being organized and augmented given magnitude of current financial challenges and abrupt changes required
Students

Design Principles

- Recruit a talented, inclusive student body
  - Reflective of Michigan's population and economic mix
  - Out of state proportion to reflect peers
  - Increased prominence of financial aid
    - Expanding need-based programs targeted to both high and moderate need students
    - Promoting geographic diversity

- Undergraduate students
  - Stable enrollment
  - Comparable matriculation rates, time-to-degree calculations, and achievements of peer universities
  - Educational outcomes and placement rates comparable by discipline to peer institutions
Design Principles

Students

• Graduate students
  • Incremental growth over time (Master's, PhD)
  • Scaled to increasing research activity
  • New professional masters' programs, other certificate and post-baccalaureate programs

• Graduate professional students
  • Anticipated growth as a result of fully populated programs in West and Southeast Michigan

• Overall enrollment stable
Design Principles

Performance Expectations

• Expectation of excellence across the university

  • Increased productivity/quality expectations for all employees as well as major university functions, total FTE counts will necessarily be smaller

  • Expected to work smarter, fully utilizing technology, best practices in each functional area, and team approaches across traditional offices to accomplish critical tasks

  • Faculty expected to continue excellent teaching reputation and build research base and outreach performance

  • Promote tenure standards consistent with peer universities; continued use of post-tenure review

  • Support staff classifications reviewed, increased training made available, use of performance assessment tools

  • Work expectations examined to identify impediments to efficient operations that are inconsistent with practices of other employers in the functional area
Design Principles

Employees-Compensation

- Recruit and retain talented university employees

- Salary scale at market rates for all employees

- Faculty compensation based on a national-international labor market (e.g. average of Big Ten)

- Support staff compensation based on a local or regional labor market
Design Principles

Employees - Compensation

• Recruit and retain talented, inclusive university employee population

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Fringe Benefits — Health Care

- Restructure benefit programs to better reflect current financial circumstances at MSU, in mid-Michigan, and across higher education

- Recognize the need for high-quality, cost effective health coverage, funded by employer and employee contributions, that addresses serious events and preventative care

- Better incorporate national best practices in evidence-based medicine and health information systems

- Bring design and eligibility for funded post-retirement health care in line with appropriate local and national peer groups

- Integrate with MSU programs and practices where cost and quality are favorable
Fringe Benefits — Health Care

- Align incentives to better assure that employees, health providers and insurers all are incentivized to improve long-term health, while constraining cost
  - Consumer-based health care options
  - On-site employer-provided clinics
  - Employ health promotion and prevention options
- Trend toward individual responsibility for healthy behavior
- Trend toward controlled and predictable institutional rates of cost increases
- Reassess current budgeting techniques for fringe benefits
Design Principles

Academic Enterprise

- Quality, connectivity and inclusion serve as values guiding change

- Leverage performance within projected resources across multiple dimensions:
  - Student learning
  - Research productivity
  - Outreach impact
  - Reputational profile
  - Cost

- Leverage performance across areas ranging from emerging to mature disciplines, assessing current as well as future contributions

- Change curricular dynamics to increase value, flexibility, and productivity

- Solutions require innovative models as well as using the best of current practice

- Tendency toward larger class size for providing content complemented by increased emphasis on engaged learning, including undergraduate research, service learning and international experiences
Design Principles

Academic Enterprise

• Lower barriers to interdisciplinary teaching and research collaborations

• Preserve flexibility to address emerging opportunities

• Some activities will grow in scale while others will be reduced or discontinued
Design Principles

Research

• Focus efforts and resources on emerging and globally prominent areas
  • Plant science
  • High energy & nuclear physics
  • Health and life sciences (basic and translational)
  • Food safety and security
  • Energy/energy storage
  • Environmental & evolutionary biology
  • Complex materials
  • Education

• Interdisciplinary research agendas integrating social/behavioral and physical/biological disciplines

• Policies and practice aligned to achieve sustainable research funding model incorporating:
  • Faculty incentives
  • Research initiation expenses
  • Facilities investments and assignments
  • In-kind contributions
  • Support of graduate students

• Annual increase in federal, foundation and corporate research grant activity in dollars and rates of change sufficient to close gap with peer institutions

• Sustain administrative oversight while reducing regulatory costs
Design Principles

MAES

- Propel economic growth and community prosperity and assure that agricultural and related industries continue to grow as a critical sector of the Michigan economy.

- Focused research to empower MSUE, outreach and engagement activity based on needs in areas such as agriculture, natural resources, and communities.

- Catalyze cross-university research programs such as:
  - Plant sciences, climate change, economic development, bio-economy.

- Provide balanced portfolio across basic, applied, and translational research.
• Leverage departmental expertise through seamless connections between university research and outreach

• Integrate focused MSU expertise into communities

• Activities derived from research strengths and based upon scholarly engagement

• Advance community focused education
Design Principles

Related Outreach Units
(WKAR, Wharton, MSU Press, and others)

- Adjust institutional support based upon academic priorities and outreach goals

- Requires scaling (growth/reduction) in order to best reflect market realities and outreach priorities

- Development of additional revenue sources and partnerships critically important at this time
Design Principles

**MSU Extension**

- Model for sustainable 21st century extension service
- Knowledge-based solutions for everyday problems
- Successful in “last mile” solutions in areas such as agriculture, health, education, environment and community/economic development
Design Principles

MSU Extension

- "Clean Slate" approach
- Network based on delivery of metric-driven programs/solutions to the citizens of Michigan
- Partnerships are a priority
- Conduit for partnering to create a relevant research agenda
Design Principles

Student Support

- Student and academic support functions totaling over $25M, exclusive of college-based funding, should be organized in ways that better mirror the reality of students' lives.

- Integrate programs within academic units, residence halls and support services serving domestic and international students.

- Student and academic support programs built upon the neighborhood concept (including academic, personal/social and health/medical)
  - Understandable
  - Broadly accessible

- Student and academic support services should integrate the use of effective electronic technologies to build on the ways in which students interact with media.

- Focus first-year experience on assisting students' academic and social transition to university expectations.

- First-year experience should begin a process of stronger identification and affiliation with the university.
Design Principles

Advancement

• Benchmark against peer institutions with long established programs

• Success predicated on:
  • Integrated approach with academic units, public relations and branding
  • Increased productivity standard
  • MSU visibility and impact
Design Principles

Finance

- Utilize multi-year perspective to analyze financial circumstances
- Recurring expenditures must continue to be funded by recurring revenues
- Strategic management of university investments to realize consistent and predictable returns
- Manage conservatively, preserving appropriate levels of reserves and liquidity
- Incorporate known commitments into long-term plans including:
  - Just-in-time
  - Programmatic-related facility requirements
  - Project cash needs (e.g. F-RIB, EBSP)
- Preserve financial and personnel flexibility
Design Principles

Operations

- Attain lowest administrative/operating costs among peer institutions with similar systems and circumstances
- Continue to reduce utility costs to assure most efficient operation, emphasizing environmental sustainability wherever possible
- Improved financial control and operational effectiveness through implementation of new Financial - HR information system
- Prioritize Just-in-Time facility spending, balancing limited financial resources against deterioration and cost escalation if deferred
- Review academic support costs for potential savings, balance to assure that faculty activities constitute best, most productive use of time
- Optimize efficiency and effectiveness of services provided by MSU Health Team and Olin Student Health Center
- Improve economies of scale by leveraging volume, partnering and brokering
- Incorporate modern tools, including supply chain analysis, to control costs
- Develop service center models to assist in reducing costs and improving financial information
- Assure necessary compliance with governmental and other regulatory policies while controlling costs
Design Principles

Illustrative Metrics for Success

• Maintain/improve status among finest public research universities

• Preserve 17:1 student faculty ratio

• Research growth rate ahead of peers

• Improvement in institutional and programmatic rankings

• Advancement growth rate ahead of peers

• Moderated cost growth for health and utility expenditures in particular

• Reduce and redistribute human capital while building expertise and promoting inclusion
**Tools (Illustrative)**

- Multi-year financial models
- Differential budget investment across areas of importance
- Annual strategic planning and program review
- Effective personnel policies that promote high performance and productivity
- Peer-driven benchmarking
- Review of budgets by sub-function
- Review efficiency and effectiveness
- Travel costing
- 2020 master plan
- JIT planning and analysis
- Financial and human resource information system
- Review of research centers, bureaus, and institutes