Meeting challenges, maintaining commitment to values and vision
Shaping the Future
Guiding Change

- **Long-Term Framework**: Core Values and Boldness by Design

- **Guide for Current Decision Making**: Design Principles

- **Task**: Sculpt university to maintain its status among the best research universities in the world while adjusting to long-term fiscal realities

- **Strategy**: Make changes primarily through unit and cross-unit planning, consulting with and soliciting ideas from faculty, staff, students and community
First Phase of a Multi-Year Process
October Update

- Academic planning
- Changes in operations and functions
- Efficiencies
- Changes in policies and practices
- Changes in services to students
Institutes & Centers Review

Research Infrastructure (Part 1)

New Health Care Options

Employee Health Care (Continuous)

Campus Health Care Providers (Part 1)

Sync Services to Neighborhoods Concept

Services to Students

Energy Conservation and Sustainability -- Spartan Green

Integrate Academic Support Unit Plans and Implement

Academic Program Planning (Part 1)

Curricular Reform

Work Process Improvement

Support Units Sub-Function Analysis (Part 1)

Academic Program Changes

Service Centers

EBSP

2009-10

Review and Develop Plans

2010-11

2011-12

Phased Implementation

Review and Develop Plans

Sync Services to Neighborhoods Concept

Campus Health Care Providers (Part 1)

Employee Health Care (Continuous)

Research Infrastructure (Part 1)

Institutes & Centers Review

MAES -- MSUE

MAES -- MSUE
Some academic activities will grow in scale, while others are reduced or discontinued.

Consideration given to what extent academic programs and units:

- Align with core values of quality, connectivity and inclusion
- Connect or contribute to other academic programs or activities
- Align with design principles which identify performance dimensions
  - student learning
  - reputation
  - research productivity
  - cost
  - outreach impact
- Address emerging opportunities
- Reflect innovative models or current best practice
- Lower barriers to or enable interdisciplinary collaborations

Part of continuing process with other recommendations likely
Steps for Discontinuance of Academic Programs

1. Request (with evidence of consultation) for moratorium on student admission forwarded to provost

2. After consultation with academic governance, provost acts on moratorium request

3. Request (with evidence of consultation) to discontinue/disband program forwarded to provost

4a. Appropriate unit consultation beyond usual planning discussions

4b. Provost refers to academic governance for consultation

5. Academic governance advises provost

6. Provost consults with president and issues determination

7. Provost sends discontinuation/disbandment notice to Statewide Academic Program Review

Includes: major, concentration within major, minor, specialization, graduate certificate
Steps for Discontinuance of Academic Units

1. Request (with evidence of consultation) to discontinue/disband academic unit forwarded to provost

2a. Appropriate unit consultation beyond usual planning discussions

2b. Provost refers to academic governance for consultation

3. Academic governance advises provost

4. Provost makes recommendation to president

5. President makes recommendation to Board of Trustees

6. Board of Trustees acts
Proposed Academic Changes
Department Reorganizations

- College of Agriculture and Natural Resources moving from 13 departments to 6 departments and the Kellogg Biological Station
- College of Arts and Letters to unite French, Classics & Italian with Spanish & Portuguese to create a Romance Language department
- College of Natural Science to close Geological Sciences department
- College of Communication Arts and Sciences to close Communicative Sciences & Disorders*
- Reconfigure administrative responsibility for the four basic science jointly administered departments (Biochemistry, Physiology, Pharmacology & Toxicology and Microbiology)

*M.A. in Communicative Sciences and Disorders
Proposed Academic Changes
Program & Department Reorganizations

- Change joint administrative responsibility for the School of Planning, Design and Construction from the College of Agriculture and Natural Resources (CANR) and the College of Social Science (CSS) to only CANR.

- Change joint administration for the Departments of Food Science and Human Nutrition and the Department of Entomology from the College of Natural Science (CNS) and the College of Agriculture and Natural Resources (CANR) to only CANR.

- Move administrative responsibility for the Nutritional Sciences major from the College of Natural Science (CNS) to the College of Agriculture and Natural Resources (CANR).
Proposed Academic Changes
Program Disinvestments

**College of Arts & Letters**
- American Studies – All levels

**College of Communication Arts & Science**
- Retailing – All levels
Proposed Academic Changes

Recommended Discontinuations

• While programming in the following areas will be sustained, the individual majors, minors, and specializations listed are recommended for discontinuation

• College oversight of several other areas of programming will be realigned
Proposed Academic Changes
Recommended Discontinuations

Doctoral Programs

College of Natural Science
• Environmental Geosciences
• Geological Sciences

Education Specialist

College of Education
• Educational specialist degree in Curriculum, Instruction and Teacher Education
• Educational specialist degree in K-12 Educational Administration
Proposed Academic Changes
Recommended Discontinuations

Master’s Programs

College of Agriculture and Natural Resources
• Interior Design and Facilities Management

College of Arts & Letters
• Theatre (M.A. only)

College of Education
• Counseling

College of Music
• Voice Performance, Jazz Studies (within M. Mus. in Jazz Studies)
Proposed Academic Changes
Recommended Discontinuations

Master’s Programs

**College of Natural Science**
- Computational Chemistry
- Environmental Geosciences
- Geological Sciences
- Zoo and Aquarium Management

**College of Social Science**
- Family Studies
- History -- Secondary School Teaching
- Interdisciplinary Studies in Social Science: Global Applications
- Marriage and Family Therapy
- Research Methods in Clinical Psychology (concentration within M.A. Psychology)
Proposed Academic Changes
Recommended Discontinuations

Graduate Specializations

*College of Agriculture & Natural Resources*
- Agribusiness (Master’s level Specialization)

*College of Social Science*
- Applied Developmental Science (Interdepartmental Master’s level specialization and Doctoral level specialization)
- Food & Agricultural Standards (Master’s level specialization and Doctoral level specialization)
- Security Management
Proposed Academic Changes
Recommended Discontinuations

Undergraduate Majors

**College of Agriculture & Natural Resources**
- Analytical Foundations of Fisheries and Wildlife Biology (concentration within B.S. Fisheries and Wildlife)
- Environmental Soil Science
- Environmental Economics & Policy – Planned conversion to specialization
- Plant Pathology
- Technology Systems Management

**College of Arts & Letters**
- Classical Studies
Proposed Academic Changes

Recommended Discontinuations

Undergraduate Majors

Broad College of Business
- General Business Administration – Prelaw

College of Natural Science
- Earth Science - Interdepartmental
- Environmental Geosciences
- Geological Sciences
- Geophysics
- Physics & Geophysics
- Statistics
Proposed Academic Changes
Recommended Discontinuations

Undergraduate Majors

*College of Communication Arts & Sciences*
- Communicative Sciences & Disorders

*College of Music*
- Voice Performance, Jazz Studies (area within B. Mus. Jazz Studies)

*College of Veterinary Medicine*
- Veterinary Technology
Proposed Academic Changes
Recommended Discontinuations

Undergraduate Specializations

**College of Agriculture and Natural Resources**
- Marine Ecosystem Management

**Broad College of Business**
- Information Technology

**College of Social Science**
- Canadian Studies
Proposed Academic Changes
Administrative Support

- Reduction of approximately 50 administratively titled positions across academic units in Deans’ and related offices
First-announced changes from a review of all academic and non-academic support units:

- **University Relations**
  - Smaller unit refocused toward institutional-level communications for branding and marketing
  - Close Print Shop and replace with specialized purchasing agents

- **Controller’s Office and Purchasing**
  - Realign sources of funds and reduce use of general fund

- **Alumni Chapel and Union**
  - Realign sources of funds and reduce use of general fund
Changes in Operations and Functions

- **Health care**
  - Under discussion with faculty and collective bargaining groups

- **Administrative fee**
  - Increase administrative fee by 1% beginning July, 2010

- **Energy conservation**
  - Conservation plans implemented

- **Evaluating efficiency of selected units**
  - Purchasing, information technology
  - Service centers
Changes in Operations and Functions

- **Restructuring programs**
  - Neighborhood concept
  - Student health services under review

- **Educational Assistance Program**
  - Consolidate Human Resources noncredit courses
  - Negotiate new agreement for benefits with unions

- **Purchasing**
  - Mandate the use of strategic contracts with vendors to reduce costs
Changes in Operations and Functions

- **Suspension of selected allowances**
  - Illustrations include:
    - Travel-related reimbursements
    - Funding for employee recognition

- **Reviewing assignment of costs to appropriate budgets**

- **Fringe benefits**
  - Implement a plan to decentralize GF benefit pool after EBSP implemented

- **Delaying construction and maintenance projects to generate reserves**