PREAMBLE

The Health Sciences Report (hereafter "the Report") outlines several strategic directions and structural options for Michigan State University's (MSU) Health Science Colleges. While the Report offers ideas aimed at improving efficiency, integration, research productivity, and educational excellence, the supporting data necessary for faculty to evaluate the feasibility and impact of these ideas was not included in the initial document.

As faculty leaders, we recognize the value of examining opportunities to streamline decision-making, foster interdisciplinary collaboration, improve the quality of our education and strengthen our collective ability to attract funding and talent. We also acknowledge that for any transformation to be successful, it must be rooted in evidence, stakeholder trust, and shared governance.

We are encouraged by MSU's willingness to engage in bold strategic thinking, and we approach this process with a spirit of cautious optimism. This resolution is a constructive call to action for future planning bodies to ensure transparency, rigor, and inclusivity as recommendations are further explored.

WHEREAS:

- The Report recommends changes to structure, operations, and academic programs across MSU's health sciences colleges;
- The proposed consolidation of the Colleges of Human Medicine (CHM) and Osteopathic Medicine (COM) is presented as one of several strategies to reduce administrative overhead and improve resource allocation;
- The Report includes plans to establish disease-focused institutes, faculty cluster hiring, and a unified health curriculum that require detailed data on potential costs, benefits, and impacts on faculty, staff, and students;
- The Report proposes to enhance pre- and post-award grant support while increasing the focus on NIH Program Project and Center grants;
- Faculty within CHM and COM hold differing perspectives on unification, resource priorities, and governance and it is critical that these viewpoints be heard and integrated into future planning;

THEREFORE, BE IT RESOLVED:

That the College Advisory Councils of CHM and COM jointly recommend that President Guskiewicz's proposed "One Health Council" and subordinate working groups be charged with collecting, analyzing, and presenting the following data to guide informed, transparent and inclusive decision-making as next phases are explored:

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1. **Overall**
   - Timing of milestones for the implementation of any proposed changes present in the Report.
   - Guidance from LCME and COCA accrediting bodies on the impacts of any COM and CHM reorganization plan on accreditation status.
2. **Operations & Structure**
   - Results from surveys and focus groups that assess stakeholders' (faculty, staff, students, alumni, healthcare partners, donors) perceptions and risks related to consolidation.
   - Estimated costs and potential savings from consolidation of administrative functions and unified leadership structures outlined or proposed in the Report.
   - Criteria for candidate departments to be merged across CHM, COM, and Henry Ford Health (HFH).

3. **Financial Analysis**
   - A financial cost-benefit analysis of all potential structural changes outlined in Section 2-3 of the Report.
   - Scenario modeling of projected savings and reinvestment opportunities.
4. **Disease-Focused Centers & Faculty Cluster Hires**
   - Case studies from peer institutions on benefits and pitfalls of disease-specific research institutes *versus* integration within and between departments, including estimated Center startup costs, sustainability models, and projected new funding opportunities attributable to cluster strategies.
   - Pros and cons of proposed research foci and integration of community-engaged research therein.
5. **Unified Curriculum**
   - Projections on time frames, expense, and academic outcomes metrics (e.g., graduation rates, board pass rates, placement, student satisfaction) that would guide curricular unification at MSU.
   - Costs and benefits of maintaining separate colleges with shared curriculum and resources (e.g., merging of 1st year classes, merging advisory structures).
6. **Grant Infrastructure**
   - Evaluation of the Health Colleges Research Services (HCRS) impact on current MSU grant submission and success rates (overall and by college/unit) as compared to units not using HCRS.
   - Comparative data with peer institutions as to scope of services offered by HCRS, highlighting areas for potential growth (such as clinical trial implementation and navigation of intellectual property).
7. **Clinical Enterprise**
   - Provide criteria for assessing which existing partnerships and operationalize "low-impact" training sites do not provide value to MSU's mission as outlined in the Report. This should include both financial ramifications and the effects their closure may have on rural communities and other underserved populations.
   - Define the plan for the clinical enterprise within the greater Lansing area and throughout the state (e.g., plan for expansion/maintenance by MSU or run by clinical partners).
   - A cost-benefit analyses of the bi- and tri-partite governance models proposed in the Report in comparison with other peer universities or MSU structures that reflect this type of governance.
   - An outline of potential leadership structures within new shared departments, including how chairs, associate chairs, and other individuals with similar titles across departments would be designated in a scenario of merged departments.

BE IT FURTHER RESOLVED:

- Both College Advisory Councils shall advise on the structure and representation of the One Health Council and its subordinate working groups.
- The One Health Council will include representation from students, as well as research, clinical, and academic faculty.

BE IT FURTHER RESOLVED:

That MSU refrain from implementing structural or curricular changes recommended in the Report until both College Advisory Councils formally review and endorse proposed changes subject to the data requests within this resolution.

BE IT FURTHER RESOLVED:

That this resolution be forwarded to the University Steering Committee and Faculty Senate for endorsement and possible subsequent action.