

MICHIGAN STATE UNIVERSITY

April 29, 2024

To: Steven A. Melnyk, Professor of Supply Chain Management, Broad College of Business, MSU
David Frayer, Assistant Dean, Executive Development Programs, Broad College of Business, MSU
Jared Ambrosier, Chief Procurement Officer, State of Michigan Department of Technology, Management, and Budget
Kay Connelly, Associate Vice President for Research and Innovation, MSU
Kristin Demir, Associate Vice President, Chief Procurement Officer, MSU
Kelly Lynch, Supply Chain Management Faculty, Broad College of Business, MSU
Jim Roberts, CEO, Jim Roberts Enterprises LLC

From: Thomas Glasmacher, Interim Executive Vice President of Administration

Subject: Steering committee to revamp procurement practices at MSU

Dear Committee Members,

I express my gratitude to each of you for lending your expertise and perspective to the steering committee to revamping procurement practices at Michigan State University. I am Thomas Glasmacher, interim executive vice president for administration, and executive sponsor of the committee.

As employees of a public institution privileged to expend public funds, we must comport ourselves to the highest standards to preserve the public trust. In alignment with these values, my office is exploring opportunities to be better stewards of university resources; enhance customer service and agility in execution; and modernize our systems, processes and policies.

Your work is informed by experiences shared by faculty and staff from across campus and capitalizes on opportunities identified by Boston Consulting Group's efficiency study.

Steven A. Melnyk, professor of supply chain and operations management at Broad Business College, and David Frayer, assistant dean of outreach and engagement at Broad Business College, are experienced in revamping procurement efforts across the nation and will lead the steering committee.

In your work, I ask that you consider these outcomes:

- **Development of Design Parameters:** The committee will determine what the redesigned processes should achieve. This includes setting priorities such as critical, important, and acceptable to guide focus during the redesign.
- **Associated Performance and Efficacy Metrics:** These include defining measures, standards, and consequences for the redesigned processes.



**Thomas
Glasmacher**

Interim Executive
Vice President for
Administration

Hannah
Administration Building
426 Auditorium Road,
Suite 412
East Lansing, MI 48824

(517) 355-5014
Fax: (517) 353-6772
evpa.msu.edu

- **Engaging with MSU Customer Base:** The committee will interact with customers through individual meetings and surveys to gather empirical, quantitative data about customer needs.
- **Ways to Integrate Customer Feedback:** Ensure that customer demands are clearly represented in the redesign process, supported by empirical data.

If you have any questions or concerns, please feel free to reach out to either Steven (melnyk@broad.msu.edu) or David (frayerda@broad.msu.edu). Additionally, my office is available to offer support throughout this endeavor. Please feel free to contact me at EVPA@msu.edu for any assistance you may require.

Thank you once again for your willingness to lend your expertise and experience to MSU.

Sincerely,

Thomas Glasmacher (he/him)
Interim Executive Vice President for Administration