

# MICHIGAN STATE UNIVERSITY

December 13, 2022

## MEMORANDUM

TO: Health Science College Deans

FROM: Norman J. Beauchamp, Jr., MD, MHS



SUBJECT: 2023-24 Planning Materials

I am excited to launch our budget planning process for FY24. Given the complex and important work at hand, and considering the challenges and opportunities that lie ahead, it is even more important that we work strategically and collaboratively to advance each of the colleges and the practice plan.

While resources remain tight, we do have the capacity to make thoughtful investments that are resonant with the University, DEI, RVSM and our MAU strategic plans — as noted below, we will also prioritize resource allocation towards areas/efforts that demonstrate collaboration and create leverage.

We have less time this year than in the past to respond to the budget and planning letter. While the change may require some adjustments in your units, I hope that the tighter schedule will, in turn, allow more timely decisions.

Realizing there is limited time to develop the budget letter, we expect the narrative, asks, and justifications to be brief and concise. If you would like to provide additional details, be sure to add them as appendices.

Please provide a report of **no more than 8 pages by January 10, 2023**, to Karen Crosby ([crosbyk@msu.edu](mailto:crosbyk@msu.edu)).

### **FY24-FY28 Strategic Direction Narrative**

Summarize your MAU's 5-year strategic plan, including how it aligns with and can contribute to the MSU 2030 Strategic Plans (including DEI and RVSM). This is intended to be a brief, direct, objective, conceptual overview that reinforces the justification and highlights the need for additional investments. (< 500 words).

Also, provide a brief review of last year, including accomplishments and unmet goals.



## **Health Sciences**

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### **New Programs and Academic Offerings**

Are you considering the development or material growth, in downsizing or phasing out of schools, departments, programs, institutes, initiatives, or academic offerings that have the potential to increase efficiency and effectiveness? What are the risks to your MAU or the University if new programs are not funded?

Specifically address how your college is planning to advance the partnership with Henry Ford Health around both academic programs and research.

### **Research Productivity and Honorifics**

Please review the attached University report, Institutional Data and Overview (Attachment B). Provide comment regarding the trending data for Research and Productivity. What steps is the college taking to advance research and to support productivity of current research faculty? How is the college supporting student involvement in research? How can the Office of Health Sciences better support these initiatives?

Also, please review the Honorifics page of the report. Provide comment on the data. Describe how the resource provided in the Office of Health Sciences is supporting the colleges honorifics profile. Are there specific initiatives the college would request assistance with?

### **Strategic Faculty and Staff Composition Plans**

Please update the Faculty Recruitment and Retirement plan document (Attachment C). Provide an update on successful recruitments from last year. Specifically address new clinical faculty recruitments, whether they were replacement faculty, incremental, or faculty hired to fulfill a new service line.

Describe in general if you are planning to make strategic new hires, or to add new or grow existing departments? Do you have plans to make cluster hires or other high-profile hires, including department chairpersons? If yes, how much do you expect to invest in these hires and their startups?

Please address your college DEI strategies and tactics. Have these been successful? How has your past years' recruitment impacted your DEI metrics? Are there new strategies you intend to employ? Provide a status of implementation of DEI in annual reviews and the RPT process.

For incremental, new faculty for which you are requesting resources, provide a brief position description and explain the funding that is requested and cost-sharing from your unit. If any of these positions involve cross-college collaborations, please identify them.

**FY23, FY24 General Fund Budget Summary**

	FY23 Budget	FY23 Forecast*	FY24 Budget (excluding new asks)	\$ Change from FY23 Budget	% Change from FY23B
Beginning balance/carryforward	\$10	\$10	\$5	(\$5)	(50%)
Budget Allocations	50	50	52	2	4%
Expenses	50	55	51	1	2%
Allocations – Expenses	0	(5)	1	1	--
Ending balance	\$10	\$5	\$6	(\$4)	(40%)

\*FY23 forecast should be calculated using FY23 Q1 and Q2 actuals, plus known expenses and commitments (such as ongoing salary costs, supplies and services, etc., excluding transfers to reserves).

**Overview of FY24 New Asks (URR: Unit Resource Request)**

**Outline how your MAU plans to support the MSU 2030 Strategic Plans** over the next five years, noting specifically how these actions will impact your budget and how you have accounted for that impact. Further, describe measurable impacts to your budget as a result of the strategic plan work to date.

To achieve the goals of your strategic plan, describe your new asks, also referred to as URR in this section. Please include contributions from existing internal funds and other sources of funding, such as collaboration with other MAUs. Differentiate as well between recurring, one-time, or short-term URR submitted as part of this budget cycle and the intended use of the funds.

Include a review of prior budgetary commitments carrying forward to FY24 in **Planning Analytics**, the budget and planning system of record. Please note any discrepancies between Planning Analytics and your budget and planning system.

In addition, please describe how the college has used the additional resources provided from the EVP-HS funding pools from the last three years (see Attachment A).

**New Revenue Streams and Shifting Costs**

Describe plans to develop new revenue streams and/or reprioritize expenses within your unit. Developing and reallocating resources are vital to realizing our 2030 Strategic Plan. What plans do you have to grow revenues, reallocate existing resources towards new priorities, or contain or reduce existing expenses?

### **Space Planning and Alteration and Improvement Requests**

Note relevant updates to the unit's prior year space requests. If you have new requests for space to accommodate new programs or hires, including lab space, please provide a summary.

Submit up to five Alteration and Improvement (A&I) requests for the 2023-24 projects, in rank order of priority. Explain how the renovation advances your strategic priorities and your willingness to share costs. All requests must be submitted through **Planning Analytics** and must include estimates from Infrastructure Planning and Facilities (IPF). To minimize out-of-cycle requests, please include all space requests anticipated for the next two years.

### **Technology (TLE) Planning Requests**

Identify requests for consideration within the Strategic Investment Projects (SIP) pool of TLE funds. Investment in technology that will support areas identified in programmatic planning as well as in the Alteration and Improvement (A&I) requests will be given priority. As in previous cycles, funds are also available to support routine maintenance projects through Maintaining Technological Effectiveness (MTE) funding within the TLE pool. All requests must be submitted through **Planning Analytics**.

### **Existing Reserves**

Provide a review of existing reserves and your plans to deploy them in the upcoming years.

### **Additional Details**

In addition to answering the above questions and providing the required attachments, please include other commentary or documentation to further support your MAU's budget development and strategic planning process.

Specifically, we are interested in your unit's performance and progress in the following areas. Informed by data from the MAU Institutional Data and Overview report and knowledge of college activities, please address the following items.

- a. Retention and progression of students and time to degree in your college
- b. Efforts to reduce opportunity gap among students
- c. Your unit's contribution to Innovation for Global Impact through research and creative endeavors
- d. Your unit's contribution to the 2030 goal of \$1 billion in annual research expenditures
- e. Collaboration between colleges

Attachment A – Three-year summary of resources provided by EVP-HS  
Attachment B – MAU Institutional Data and Overview report  
Attachment C – FY23 Faculty Recruitment and Retirement Plan (for reference)

cc: Thomas Jeitschko, Interim Provost Designee  
Lisa Frace, Senior Vice President, Chief Financial Officer and Treasurer  
Rebecca Barber, Vice President, Financial Planning and Analysis  
Mike Stokes, Assistant Vice President, Office of Financial Planning and Budget  
Norman Hubbard, Senior Associate Vice President, OHS  
Karen Crosby, Chief Financial Officer, OHS