

Extra Ordinary Change and the Need for Immediate Growth of Metrics

Issue: Academia is experiencing significant budget reductions at the state level. As a result, most universities are re-evaluating centers, institutes, programs, departments and schools based on how essential they are to their future mission and vision. Research output is considered key to meeting the programmatic and budget needs of the future. These are extra ordinary times that require immediate growth and impact. This project focused on reorganizing the school, faculty assignments, its vision and mission in a two year period to facilitate a 300% growth in the research output of the tenure stream faculty.

What has been done:

- Leadership of the unit was changed.
- Bi-weekly meetings were held to clearly communicate and discuss the issues, challenges and the urgent need for significant change before the unit and individual faculty.
- Evaluations of each faculty member and program outputs were completed and new assignments were made given the issues and challenges.
- New bylaws were developed and approved at all levels in the university in two months.
- New vision was drafted, discussed, revised and implemented within five months.
- Four program director positions were eliminated and the faculty given new research driven assignments; the related support positions were reorganized accordingly.
- A new student service center was established to manage 700 students in four accredited undergraduate majors to free up faculty time.
- Through a series of retreats, discussions, and readings the faculty created a definition of scholarship across the mission that encompassed the diversity of the faculty's disciplines.
- Expectations of each faculty based on assignment were discussed and given to each faculty member in writing and then reviewed at each annual evaluation.
- Two mentors were selected with expertise in organization change.

Impacts:

- Common goals, mission, vision and expectations were realized.
- The number of refereed publications increased from 10 to 58 by the end of year two.
- The number of grant submissions increased from 8 to 34.
- The number of faculty submitting grants increased from 5 to 18.
- The amount of grant money awarded went from \$270,000+ to just under one million.
- The amount of grants applied for went from \$1.2 million to \$8+ million
- The amount of endowments increased by \$5 million.

Funding Sources, Cooperators, Partner, Mentors, etc.: The preponderance of the work came from the faculty. New funding came from external sources and some from university and college programs. Great mentors are an essential part of making extra ordinary change in a short time period.

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