

# MICHIGAN STATE UNIVERSITY

July 9, 2020

Dear College of Arts & Letters Staff and Faculty Colleagues,

In the wake of the impact the novel coronavirus pandemic has had on the University's budget, each major academic unit has been asked to make a 3% cut to its recurring budget for FY21 in addition to the standing 1% PERF. For the College of Arts & Letters, this amounts to a \$1.4M reduction to our recurring budget. In preparing for these challenging reductions, the College engaged the Chairs and Directors to establish a [2020 Contingency Plan](#) with a shared set of values, principles, and strategies that will shape the difficult decisions we currently face. This document informed the decisions we had to make at the end of May regarding our FY21 budget.

In our FY21 Spring budget letter to the Provost, the College returned more than \$660K in recurring funds to the University largely through salary savings resulting from retirements. In a normal year, we would have used these funds to support new hires. In addition, we provided \$1.1M in non-recurring funds, garnered primarily from a suspension of travel for the AY20-21. These non-recurring funds provide us with a bridge to the deeper, recurring budget cuts we need to identify. In addition, we anticipate further cuts to our recurring budget in FY22 and FY23. Given the current reductions we have made, we anticipate a need to identify \$2.8M in recurring funds for the FY22 budget.



## College of Arts & Letters

Office of the Dean

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We have established a **Budget Reduction Task Force** to provide a structure for shared engagement and decision-making regarding these future cuts that align with the College's commitment to equity, openness, and community. This task force will identify and make recommendations to me as Dean about recurring budget cuts that align with the core values of the College of Arts & Letters. Three subcommittees will begin their work during the summer to facilitate the charge of the Task Force, adding faculty participation as needed after August 15, 2020. The subcommittees are:

- Curriculum Integrity and Programmatic Shifts Sub-committee, chaired by Jackie Rhodes
- Staff Structures and Personnel Adjustments Sub-committee, chaired by Yen-Hwei Lin
- Academic Structures Sub-committee, chaired by Karin Zitzewitz

Each subcommittee will provide deliverables for their respective areas of investigation including:

1. Identifying specific strategies and the potential recurring cost savings of each.
2. Making specific recommendations and including the pros and cons of each.
3. Providing Chairs and Directors with guidance, tools, and recommendations for identifying reductions in their units. They will then present their findings to Dean's Administrative Team due on September 30, 2020.

We are committed to putting the core values of openness, equity, and community into practice through the process of identifying and making the budget reductions required of us. Please visit the [Budget Reductions Task Force web page](#) regarding sub-committee members and progress being made on this initiative.

In closing, let me express my deep gratitude to you all for your visionary leadership, tireless effort, and creative ingenuity in your teaching and research during a time of great uncertainty and turmoil.

Please stay safe and be well.

Sincerely,

A handwritten signature in blue ink, appearing to read "Chris P. Long", with a stylized flourish extending to the right.

Christopher P. Long  
Dean, College of Arts & Letters