February 24, 2006

MEMORANDUM

TO: Jon Sticklen, Chairperson
    Executive Committee of Academic Council

FROM: Kim A. Wilcox, Provost

SUBJECT: Land Policy Institute

Attached please find a request from Jeff Armstrong, Dean of the College of Agriculture and Natural Resources, asking to establish a Land Policy Institute within the College. This request builds on the work of the Land Policy Program and is consistent with our institutional-wide initiative in the area of land use and environmental policy. You will note that the request suggests the establishment of the Institute for five years, at which time we will review its success.

I am inclined to endorse this request and ask the Executive Committee of Academic Council (ECAC) if additional consultation is needed prior to that decision.

cc: J. Armstrong
    T. Coon
    Members, ECAC

landpolicyinstitute
February 23, 2006

MEMORANDUM

TO: Kim Wilcox, Provost

FROM: Jeffrey D. Armstrong, Dean, College of Agriculture and Natural Resources  
      Thomas G. Coon, Director, Michigan State University Extension

SUBJECT: Land Policy Institute

The College of Agriculture and Natural Resources and MSU Extension request permission to form a new administrative unit within the College of Agriculture and Natural Resources. The Institute will be focused on applied research and outreach related to the application of land use policies and regulations that will ensure sustainable development in Michigan’s communities. It is a natural outgrowth of the Land Policy Program, which was initiated when MSU hired Dr. Adesoji Adelaja as the John A. Hannah Distinguished Professor in Land Policy. Before assuming his new position in January 2004, Dr. Adelaja had led faculty and stakeholders through a strategic planning process that helped to define MSU’s land use program goals and strategies. This inclusive process identified ten (10) thematic areas of land use research and outreach based on the recommendations of the Michigan Land Use Leadership Council (MLULC) empanelled by Governor Granholm and the aspirations of faculty and stakeholders. In March 2004, the Land Policy Program (LPP) was created as the focal point for land use activities at MSU.

The Institute will continue the development of research and outreach on the subject of land policy, and as an institute will be better suited to respond to opportunities for funding and to administer programs funded through the program. Previously, the Land Policy Program was administered through the Department of Agricultural Economics. The nature of Dr. Adelaja’s program has been such that he has facilitated the work of many faculty and graduate students by distributing grants from his own start-up package and funding he has obtained from outside foundations. This has required establishment of dozens of separate project accounts. In addition, the program has hired a staff of over 6 individuals and is expected to expand as funding increases. Because the program is housed in the Manly Miles Building, the administrative costs of grant administration and human resource administration are compounded by the distance from the departmental office. Although the relationship has worked to date, the recently awarded $5.9 million grant from the W.K. Kellogg Foundation will expand the
administrative demand considerably and is likely to detract from effective administration of the programs.

In addition, Dr. Adelaja has committed to the principle that the Land Policy Program (or Institute) is intended to facilitate land policy research and outreach across colleges and across campus. By establishing the institute as a separate administrative unit within the College of Agriculture and Natural Resources, it will be a clear signal that the program is not just a departmental program, but rather a university wide program.

We have consulted with our partner deans on the land policy program, Dean Marietta Baba and Dean George Leroi, and both concur with the proposal to establish this as a separate institute. We have also consulted with the CANR Department Chairs and School Directors, who have provided valuable input into the structure of the institute and the metrics to use for evaluation. We also consulted with the CANR College Advisory Committee for their input on this as well.

We have attached a document written by Dr. Adelaja that articulates his vision for how the institute will work to facilitate land policy work across campus – within departments and colleges – without detracting from unit programs.

We are confident that this institute will help to position MSU as a leader in developing sound land policy research and bringing the results of that research to bear on the needs of Michigan’s diverse community governments.

We propose that the new institute be established for a period of five years, during which time we will review and assess its success. We request that you approve the Land Policy Institute, effective January 1, 2006 and position it administratively within the College of Agriculture and Natural Resources. The Director of the Institute will report to the Dean of CANR. We intend for the Institute to have its own new Common Unit Code, and project that it will have a strategic plan drafted within the next six months that we will share with you when completed. In addition, the plan will include measurable outcomes with regards to the mission of the institute, and including its effectiveness at facilitating the research and outreach of land policy scholars across campus.

Thank you.

cc: A. Adelaja, Land Policy Program
R. von Bernuth, SPDC
S. Hanson, AEC
S. Witter, CARRS, MSU
E. Foster, CANR
R. Brandenburg, CANR
S. Pueppke, MAES
M. Baba, SSC
G. Leroi, CNS
Land Policy Institute @ MSU

Benefits to Departments, Colleges and Other Entities

Background and History

In 2002, Michigan State University (MSU) embarked on a plan to recruit the John A. Hannah Distinguished Professor in Land Policy to lead MSU land use activities and programs and develop an institutional strategy for delivering an integrated land use research, teaching and outreach initiative. This was in recognition that while MSU had a huge presence and a large number of faculty members that work in land use, the lack of an institutional leadership and strategy limited our ability to achieve academic excellence and optimal stakeholder impact. In 2003, the University established a campus-wide committee to conduct a search for a leader to fill this position. Soji Adelaja, Executive Dean of Agriculture and Natural Resources and Dean of Cook College at Rutgers University, was recruited as the first Hannah Professor in Land Policy and came on board in January 2004. Before assuming his new position in January 2004, he had led faculty and stakeholders through a strategic planning process that helped to define MSU’s land use program goals and strategies. This inclusive process identified ten (10) thematic areas of land use research and outreach based on the recommendations of the Michigan Land Use Leadership Council (MLULC) empanelled by Governor Granholm and the aspirations of faculty and stakeholders. In March 2004, the Land Policy Program (LPP) was created as the focal point for land use activities at MSU.

Leadership Strategy

Since its creation 20 months ago, the Land Policy Program has provided leadership for land use activities at MSU. By design, it has focused on the following goals:

1) promotion of programmatic excellence in land use;
2) achieving an institutional level national reputation in land use;
3) defining strategic institutional research and outreach targets;
4) facilitating and building competitive, multi-departmental and inter-disciplinary teams and programs;
5) establishing linkages to stakeholder groups in the area of land use;
6) providing seed funds for research, outreach and teaching projects and activities;
7) supporting grant-writing and grant-generating activities;
8) seeding new programmatic initiatives that could be competitive for national grant and contract funding;
9) facilitating campus-wide seminars and conference activities;
10) facilitating legislative seminars and other policy contact opportunities for faculty;
11) building formal and informal linkages with other partner universities;
12) providing a comprehensive, institutional message for MSU’s land use activities; and
13) attracting large institutional grants to MSU in areas where individual departments and units have not been successful.
The Land Policy Program has clearly focused on those activities that are not usually within the realm of what individual departments and units do or are funded to do.

Supporting Departments and Colleges, By Design

By design, the program is intended to support departments and colleges, expand their access to resources, and achieve those university-wide goals that do not easily fit into the goals of departments. By design, the Hannah Professor in Land Policy invested widely across campus to enhance the work of faculty, departments and colleges, rather than utilize the standard approach typically used by endowed chairs. Endowed chairs usually build around themselves and provide direct leadership for a limited number of projects. By design, the Hannah Professor in Land Policy has been investing campus-wide to help move the land use work of faculty and departments to the next level, while building toward a national institutional reputation and palpable state-level impacts.

Startup funding for the Hannah Professor is typical of funding received by in-coming senior faculty at the endowed professor level. However, rather than use such start-up funding to lay the foundation for his work, the Hannah Professor has relied on external grant funds to support those research projects that fall within his area of expertise, while using start-up funds to seed projects across campus. The investment of start-up funds in building campus-wide infrastructure for supporting faculty activities and the packaging of faculty project interests into institutional grants, such as the $6.3 million awards recently received from Kellogg, has yielded significant enhancement of institutional capacity.

Investments of the LPP

By design, the LPP has retained a minor fraction of funds that it has had access to within the program. For example, 60% of the start-up funds of the Hannah Professor have been channeled into departments in direct support of projects and these funds were transferred directly into departmentally controlled accounts. The majority of the remaining funds have been used to support staff at the LPP designed to promote faculty program development activities. In fact, the LPP has created an institutional model which has now been emulated by other cross-campus initiatives. As shown in attachment A, in less than two years, over $1.3 million has been provided in direct grants to faculty in departments to be managed by them. The LPP is working on attracting additional external grants to support MSU’s internal competitive grants in land use. Investments by the LPP thus far have cut across various departments, colleges and schools.

While it is difficult to specifically define the total funding that went to each college (due to the multi-college nature of some faculty and departments) one can say with some degree of certainty that at least the following amounts went to colleges and schools as part of LPP’s internal grants program: College of Social Science (approximately $260,000), School of Planning Design and Construction (approximately $180,000), College of Agriculture and Natural Resources (approximately $300,000), MSU Extension (approximately $160,000), Eli Broad College of Business ($2,500) and College of Communication Arts ($25,000).
More importantly, those dollars went to individual members and their teams in departments, centers and institutes. The following are notable examples of LPP’s grant awards to specific departments: Anthropology ($25,000), CARRS ($123,000), Construction Management ($22,000), Criminal Justice ($15,000), CUIRE ($23,000), Fisheries and Wildlife ($45,000), Food Science and Nutrition ($20,000), Forestry ($92,000), IPPSR ($15,000), Geography ($107,000), Knight Center ($12,000), Landscape Architecture ($32,000), SEA Grant ($8,000), MNFI ($25,000), MSU Extension ($91,000), Political Science ($70,000), RS&GIS ($40,000), Urban and Regional Planning (99,000), Victor Institute ($28,000). In the next two to three years, an additional $1.2 million will be further invested in departments, centers and institutes involved in land policy through the LPI internal grant program.

In addition to these, the Land Policy Program has attracted approximately $2.5 million in support of faculty projects through the Kellogg Foundation. Examples include, United Growth of Michigan ($250,000), Citizen Planner Program ($400,000 of which $200,000 has been received), MSU Extension ($400,000 for the Land Policy Educators Program), Picture Michigan Tomorrow ($375,000 for RS&GIS and CEVL), Smart Growth Readiness Assessment Tools ($100,000 for Citizen Planner Program and specific faculty), Options and Tools for Local Units of Government ($200,000 for the program team), Density and Schools ($100,000 for the program team), Impact of State Subsidies on Growth ($200,000 for the program team), Legislative Education Program ($75,000 for IPPSR and the rest of the program team), and additional internal research funding opportunities to the tune of another $500,000.

From the above, it is easily observed that, by design, land use activities at MSU are programmed to: aid, not compete; empower, not regulate; and enhance, not diminish the work of faculty, departments and colleges. MSU has the opportunity to build a nationally recognized program that can be a selling point for departmental activities and programs, especially in faculty recruitment activities. No other university is currently organized this way in the area of land use, and few are organized this way in any area. The commitment of the Land Policy Program is to build campus wide excellence and not compete with departments for funds and faculty appointments.

The Need for the Land Policy Institute

As a university-wide initiative with significant responsibility for the distribution of grant funds through its People and Land Program to entities across the State, significant visibility and flexibility is required of MSU’s land policy activities. The innocuous placement of these activities in a non-programmatic, disciplinary academic unit has significantly stifled the activities of the program and its ability to fully provide the services it is expected to, especially those services to departments and faculty. As it currently stands, the Land Policy Program is not an entity. It has no direct staff, not a single account, no signature authority and no funding of its own. Currently, it is operated as a component of the activities of the Hannah Professor as a faculty member in Agricultural Economics. It is therefore viewed and supported the way a successful program by a faculty member would be.
The number and levels of approvals that are required for many routine activities are not appropriate given its size and mission. The inability to directly deal with Grants and Contracts has and will significantly limit the success of MSU land use activities. On one hand, leadership for land use activities is expected to build bridges, connect units, and accomplish what departments are not positioned to accomplish, but at the same time, it must accomplish these goals using the same infrastructure it expected to help bridge. The Land Policy Institute is required to move MSU to the forefront of recognition nationwide, but with clear and palpable impacts at the state-level. By design, its competitive advantage will be in its flexibility, virtual status, placement in academia (academic rigor) and connection to stakeholders and outreach. Because its competitors are nationally recognized institutes (Brookings, Lincoln and Urban Land Institute) with clear identity, persona and functionality, it has to be positioned to compete effectively.

**Design of the Land Policy Institute**

The Land Policy Institute was designed with three important features in mind that would guarantee that it adheres to the mission of promoting and supporting faculty, departments and colleges; maintaining a non-compete persona; and achieving institution-level goals.

1. An accountability structure.
2. Clear programmatic and funding goals that relate to direct service to other units.
3. Clear framework for evaluation.

These three features are explained below.

**Accountability Structure**

The following are specific items built into the design of the LPI accountability structure.

- A direct report to three deans, with the lead dean being the Dean of CANR.
- Indirect reports to other high level administrators.
- Strong liaison relationships with departments.
- The establishment of a representative faculty council to assure accountability to the faculty and strong faculty input in program design and development.
- The inclusion of department chairs and center directors on the faculty council.
- An external advisory board of representative stakeholders.
- A nationally recognized scientific advisory board.

**Programmatic and Funding Goals**

The following are specific items built into the design of the LPI programmatic and funding goals.

- Specific identification of cross-campus programmatic needs in land use.
- Deliberate design of the Land Policy Institute as a virtual entity (no faculty).
- Provision of support to faculty in such areas where such support would otherwise not be available, including: team building, grant writing, program development,
grant processing, translational writing, shared data warehousing, faculty outreach support, marketing, report preparation and packaging, legislative education and multi-institutional collaboration.

- The specification of LPI staff positions that would provide direct support to faculty.
- The establishment of specific goals related to investing in faculty.
- The establishment of specific goals related to promoting faculty visibility nationally.
- The establishment of benchmarks that include specific deliverables to departments and colleges.
- The identification of external funding goals that are specific in terms of the relative size and scope of grant funds that the LPI would help departments generate through their faculty.
- Direct credit to faculty and departments by cross listing grants generated by the Land Policy Institute to account for departmental homes of faculty.

**Clear Framework for Evaluation**

The following are specific items built into the design of the LPI framework for evaluation.

- The delivery of an annual report summarizing LPI activities and the specific contributions of individual faculty and specific departments.
- The establishment of an annual review cycle by deans and others.
- The establishment of comprehensive external review process in five years.
- The establishment of a monitoring system for indirect cost return generated for other units.
- The establishment of specific funding targets for other units.
- Clear delineation of the types of grants that would come into the LPI, as opposed to grants that will go to specific departments.

**What is in it for Departments, Colleges and the University**

The following is a list of the benefits of the Land Policy Institute to faculty, departments, schools, colleges, and the University.

- Promotion of programmatic academic excellence in land use and university-wide recognition.
- Institutional national reputation and associated benefits in hiring new faculty.
- Provision of campus-wide infrastructure of support such as: seminars, conferences and summits.
- Direct investment of funds in faculty in departments in furtherance of institutional land use goals.
- Seeding of faculty projects to get them ready for packaging for competitive grants from national funding agencies.
• Direct investment in programs that would enhance faculty impacts in furtherance of MAES and MSUE goals.
• Attraction of funding for such programs as United Growth, Urban Collaborators, Citizen Planner Program, Brownfield Initiative, Natural Features Data Collection and other land grant mission oriented initiatives.
• Attraction of institutional resources to faculty and departments involved in land use.
• Support to faculty in building teams and in furthering multi-disciplinary initiatives.
• Assistance to faculty in departments in identifying sources of grant funding.
• Direct assistance to faculty and departments in the preparation of grant applications.
• Direct assistance to faculty in establishing linkages with critical land use stakeholder groups.
• Projected $14 million over seven years in direct grant funds to departments due to LPI support of faculty grant generating activities.
• Projected $10 million over seven years in direct foundation funding for faculty projects.
• Strengthening of the outreach-research interface.
• Indirect cost return generated for departments and colleges.
• Packaging of multi-institutional grants and major institutional grants.

Conclusion

The LPI is a much needed infrastructure at MSU. It will bring MSU land use activities to a level where hitherto achievable through existing infrastructure, including the Land Policy Program. LPI’s very personality is designed to promote and enhance the University and its land use activities, not absorbing resources typically slated for departments. The track record of its predecessor, the LPP, is to promote and support the activities of the faculty and departments, not compete with them. The proposed institute will move MSU to the forefront as a national leader in an important area where its visibility is not likely to be duplicated. More importantly, it will organize to address land use issues in the State of Michigan where a strong initiative is needed to safeguard the future sustainability of the State.