

**MICHIGAN STATE
UNIVERSITY**

August 31, 2016

Dr. June Youatt
Provost and Executive Vice President for Academic Affairs
Michigan State University

Dear Provost Youatt:

I am writing to confirm my support for the proposed new undergraduate major in Human Capital and Society, to be housed in the School of Human Resources and Labor Relations in the College of Social Science.

I intend to follow Interim Dean Schmitt's recommendations regarding the proposed staffing for this new major, which involves an up-front commitment of three new faculty. Two searches are currently underway with a planned start-date of Fall, 2017, one is planned for 2017/2018 with a start-date of Fall, 2018. Further hiring will be contingent on future enrollment in the new major which we expect will launch in Fall, 2017.

I am delighted that this program has received the support of the Eli Broad College of Business and of the Center for Integrative Studies in Social Science, and to add my support to theirs for this exciting initiative.

Please feel free to contact me if I can provide anything further in support of your decision.

Sincerely yours,



Rachel T.A. Croson



**College of
Social Science**

Office of the Dean

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Dean and MSU Foundation
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MICHIGAN STATE
UNIVERSITY

October 31, 2015

Dr. June Youatt
Provost and Executive VP, Academic Affairs
Michigan State University

Dr. June Youatt:

I am writing to express my support for the proposed new undergraduate major in Human Resources and Labor Relations in the College of Social Science. We feel this major will be attractive to an underserved group of students in our college and the university. We believe that we will attract students who now major in Economics (now very heavily enrolled) and some who might have gone to the Business College. We also are planning to have the new major replace the Human Capital and Society major now in IDS which will bring more students to the new major. The sequence of courses and electives seems well conceived and organized to give students a broad education in areas relevant to human resource issues in today's organizations. Dr. Cooke has shared his plans with his alumni advisory board and they have indicated their support for the planned curriculum indicating that graduates from the program would be competitive applicants for positions in their organizations.



**College of
Social Science**

Office of the Dean

Neal Schmitt, Ph.D.
Interim Dean

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HRLR has a detailed plan as to how they plan to staff their major. It involves junior and senior faculty in the school. We have also committed to hiring additional faculty needed to offer the courses in the major. They are hiring one faculty member this year and I will recommend that two more be hired next year and depending on their progress in attracting students, there may be a need to hire additional faculty members in subsequent years.

We have also received the support of the College of Business. This understanding was formalized in a Memo of Understanding signed by myself, Sanjay Gupta (dean of the College of Business) and Robert Wiseman (former chair of Management). This document indicates several areas in which we are cooperating in course

offerings and the understanding that Business will support the introduction of the new major in Human Capital and Society.

We look forward to the final approval of this program and our ability to enroll students in the program in the near future.

Sincerely,

A handwritten signature in cursive script that reads "Neal Schmitt".

Neal Schmitt
Interim Dean, College of Social Science

**MICHIGAN STATE
UNIVERSITY**

Dr. June Pierce Youatt
Provost and Executive Vice President for Academic Affairs
Michigan State University

November 6, 2015

Dear Provost Youatt,

Over the last seven years our School has undergone substantial change. Cognizant of MSU's strong commitment to undergraduate education and our School's limited involvement at the undergraduate level, part of our School's transformation has been to become more deeply involved in undergraduate education. In addition to our obligation to teach several service courses for CSS, we began offering undergraduate online courses in 2012 and introduced coursework in 2014 for a HRLR minor entitled *Leadership of Organizations*. With the hiring of six highly research active junior faculty to replace six retiring faculty over the last few years, we are now in a position to move forward in offering an undergraduate major.

In creating this new major, we are proposing that the Integrative Studies *Human Capital & Society* (HC&S) major within CSS be transferred from the Center for Integrative Studies to our School. As proposed, we have developed a revised HC&S major curriculum that now includes a set of required and elective HRLR courses that will bring a more comprehensive and sharper focus on the subject of human capital than the current HC&S major. Thus, SHRLR will provide the essential foundation subjects and critical thinking for understanding and applying human capital expertise to organizational and societal challenges.

The proposed SHRLR undergraduate major is comparable to the undergraduate majors at our peer institutions, particularly Rutgers University and Cornell University (which enroll approximately 900 and 700 undergraduates, respectively). Given the high levels of enrollments at Rutgers and Cornell, we anticipate that our proposed major will attract several hundred students into our major over the next few years. That was the conclusion of an external review team that conducted an assessment of our programming as part of our ongoing Self-Study analysis. In its April 24th report, the external team stated: "Our experience at Minnesota, Rutgers and Cornell suggest this will become a popular major, and growth could be quite rapid, particularly at a university the size of MSU.... The School is the natural home for this multidisciplinary degree and its new faculty can shape the degree in ways that reflect new scholarship and trends, and that will resonate with students and employers."



**School of
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**Office of the
Director**

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Based on our international reputation as one of the leading schools in our field, housing the HC&S major in our School will also bring greater visibility to the major. In addition, given our School's outstanding placement record for its master program students, we have extensive experience in supporting and administering student recruitment for internships and full-time employment. Accordingly, the extensive career development expertise of our School will increase demand for this major among social science students and provide valuable career opportunities.

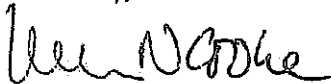
Taking into account the goal of providing a marketable major with strong market demand for graduates, we had the proposed major vetted by our Advisory Board. This Board is comprised of senior human resource officers who have the responsibility for their organizations to make decisions about recruitment, including which universities and programs they will recruit from. Hence, our Advisory Board is exceptionally well positioned to evaluate the proposed curriculum. Believing that there will be a fairly robust demand for top students completing the proposed major, our Board has strongly endorsed the proposed curriculum. (See letter from Chris Fernandez at Microsoft who is the president of our external Advisory Board.)

As part of a broader cooperative agreement between SHRLR and the Broad College of Business, the management department agrees that our two majors are not duplicative nor in competition with each other. As stated in our June 30, 2015 MOU, "The Department of Management and SHRLR further agree to work cooperatively in supporting each other's distinct undergraduate programs; namely, the proposed SHRLR major in Human Capital & Society and the Broad College of Business major in human resource management."

Lastly, let me assure you that our faculty are fully committed to offering an outstanding educational experience for our undergraduate majors and have agreed that the undergraduate teaching responsibilities will be shared by all faculty.

I will be happy, of course, to discuss any questions you might have about our proposed major.

Sincerely,



William N. Cooke

Director and Professor

MICHIGAN STATE UNIVERSITY

Professor Steven Kautz
Associate Dean for Academic and Student Affairs
College of Social Science
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Dear Associate Dean Kautz:

The Center for Integrative Studies (CIS) enthusiastically supports the transfer of the Interdisciplinary Studies in Social Science (IDS) Human Capital and Society (HC&S) concentration to the School of Human Resources and Labor Relations (SHRLR).

The CIS is the academic home for the IDS major and its six concentrations: Community Governance and Advocacy, Health and Society, HC&S, International Studies, Liberal Studies, and Social Science Education. Each of these concentrations represents an interdisciplinary subject grounded in the social, behavioral, and economic sciences. As an interdisciplinary school, the SHRLR is the natural home for students who seek to better understand HC&S issues related to workforce education, training and development, laws governing employment and workplace rights, human decision-making and behavior in the labor market and workplace, and organizational policies and practices influencing employee outcomes and organizational effectiveness.



College of Social Science

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The proposed new HC&S curriculum will enhance the breadth and depth of student learning. In terms of breadth, the current HC&S concentration has just two required courses: Integration of Social Science Perspectives (1 credit) and Capstone in Interdisciplinary Studies in Social Science (3 credits). In contrast, the new HC&S curriculum consists of six required courses (18 credits) and four elective courses (12 credits). Students also will gain greater depth of HC&S understanding through the SHRLR's proposed capstone course. The CIS currently has no IDS-focused faculty. Therefore, the Capstone in IDS course is staffed with faculty from the various Departments and Schools in the College and it is difficult to match student Capstone experiences to their IDS concentration areas. In academic year 2014-2015, for example, the CIS offered nine sections of the Capstone in IDS course to 194 students, yet only one section focused on HC&S-specific content. As a result, just 13 of the 59 students with a HC&S concentration (22 percent) obtained a HC&S-focused Capstone in IDS experience. Transferring the HC&S concentration to the SHRLR would enhance student learning by eliminating this problem and by increasing student-faculty interaction more generally.

The transfer of the HC&S major to the SHRLR also will provide students greater access to internships and other career opportunities. At present, students majoring in IDS with a concentration in HC&S work through the College of Social Science career service and placement office to pursue internships and full-time employment. The SHRLR's career placement office will provide HC&S students with a critical additional resource they can use to explore potential careers and access a wider range of potential employers.

The transfer of the HC&S major to the SHRLR will reduce the size of the IDS major, but not overall student quality in terms of grade point average. As of Spring 2016, IDS was the fourth largest major in the College of Social Science with 476 primary majors. Further, the number of IDS majors has declined 59 percent from Spring 2010 to Spring 2016. HC&S is currently the second largest concentration in IDS with 158 students. Accordingly, the transfer of the HC&S concentration would result in a 33 percent decline in the number of IDS majors. Based on these projections, the IDS major will remain the fifth largest major in the College of Social Science. In addition, overall student quality, as measured by grade point average, is projected to increase from 2.76 to 2.81. This is because HC&S students have the lowest average grade point average of any concentration at 2.69. The majority of top performing IDS students (e.g., recent Rhodes Scholarship Finalist and Marshall Scholarship Nominee) will remain IDS majors and alumni. In addition, we are currently in the process of redesigning the portfolio of IDS concentrations with an eye toward potential new contraction areas.

Finally, the CIS is well positioned to help current HC&S students to complete the IDS major or to transition to the new SHRLR major. Based on SHRLR's new requirements and expected course roll-out, CIS advisors have identified only three students who could complete the new HC&S major and graduate in four years. Of course, this number could increase as many MSU students do not graduate in four years or may be willing to extend their studies in order to pursue the new major. In either case, CIS advisors have created a Sample Four Year Academic Progress Plans and HC&S Advising Templates to help students navigate the transition.

Sincerely



Jeff Ericksen
Director, Center for Integrative Studies

NOV 23 2015



Dr. June Pierce Youatt
Provost and Executive Vice President for Academic Affairs
Michigan State University

November 6, 2015

Dear Provost Youatt,

As President of the external Advisory Board for the School of Human Resources and Labor Relations (SHRLR), I am writing to fully endorse the School's proposed undergraduate major entitled *Human Capital and Society*. During our annual Advisory Board meeting held September 25-26, 2014, we reviewed the proposed curriculum and discussed its potential value to MSU undergraduate students.

Wanting to develop a major that would adequately prepare students for good careers in HRLR, the primary question brought before the Board was: Would the proposed major provide the kind of undergraduate social science education that would be marketable to business? That is, would companies see the proposed major as providing the kind of broader social science knowledge and critical thinking, along with practical expertise that would be attractive to companies seeking to hire undergraduates for entry-level positions in human resources and labor relations? Furthermore, given that the Broad business school offers an undergraduate HR major, would prospective employers see the proposed SHRLR major as having distinctive advantages over the HR major in business?

After considerable deliberation, the Board fully endorsed the proposed major; holding that it would be sufficiently distinctive from the business school HR major and that employers would recruit graduates from both programs. The Board also agreed that the proposed major would be attractive to many employers, especially mid-cap and smaller firms needing entry-level HRLR talent but not seeking master-level graduates common to larger, more complex companies with more elaborate, sophisticated HRLR systems.

Given the School's outstanding success and reputation in offering the country's finest master's degree and the renewed strength of its faculty over the last few years, the Board is also confident that the School will be able to deliver a major that MSU will be very proud of and one in line with the University's commitment to offering the best in undergraduate education.

Sincerely,



Alumnus, Chris Fernandez