



MSU 2030

EMPOWERING EXCELLENCE,
ADVANCING EQUITY
and EXPANDING IMPACT



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LAND-GRANT IDENTITY

Founded in 1855 as the Agricultural College of the State of Michigan, Michigan State University was the nation's first agricultural college. It was the vanguard for a national movement to make useful advanced education available to a broad public. The Morrill Act of 1862 codified the idea of combining "liberal and practical" education for the "industrial classes" and over time provided a means of support for at least one college in every state to teach agriculture, mechanical arts and military tactics. Funding came in the form of grants of land from the federal government, giving rise to a shorthand name for both the act and the colleges it supported: land grant.

Land-grant universities include some of the largest and most research-productive institutions of higher learning in the world. They have educated millions of students and produced leaders in every field. They have driven research breakthroughs that have saved lives and changed the way we live them. They have connected with and served communities in their states and far beyond.

Michigan State is recognized as the model from which this transformation of U.S. higher education arose. The college's first president, Joseph Williams, dubbed it "an experiment" that was "established on no precedent, it is alike a pioneer in the march of men and the march of the mind." This spirit – of a community brought together with a sense of determination, passion and purpose – has animated MSU from the beginning.

Michigan State has often recounted its origin story and celebrated the great good arising from the democratization of higher education, the advancement of knowledge, and extension and outreach activities.

Today, we recognize we have not collectively acknowledged the connection between land-grant universities and the systematic seizure and dispossession of land from Native Americans, nor the role the federal government's support for agriculture played in relentless westward expansion. The land Michigan State's main campus occupies was ceded by Indigenous people in the 1819 Treaty of Saginaw. These lands are the ancestral, traditional and contemporary lands of the Anishinaabeg - Three Fires Confederacy of Ojibwe, Odawa and Potawatomi peoples. Land granted to benefit Michigan State in association with the Morrill Act was situated in both the Upper and Lower Peninsulas of Michigan, ceded in the 1819 treaty and two treaties in 1836. But because Michigan State operates in every county in Michigan, with programs, facilities and land across the state, we occupy or use land ceded in every treaty negotiated in Michigan between the late 1700s and early 1840s (learn more at project.geo.msu.edu/geogmich/images/indianreservation.jpg). Treaties like these were negotiated under duress and were often the result of coercion and violence.

The impact on Indigenous peoples created by MSU's founding was not only indirect. A map representing MSU's first year shows a Native encampment by the Red Cedar River near Old

College Field. This camp appears to have been used seasonally, providing a base for hunting, fishing and processing maple sap. Loss of land, diminished access to natural resources and forcible relocation adversely affected Indigenous peoples' well-being and cultures in significant ways that still reverberate today. Reflecting upon Michigan State's past and the relevance of its land-grant mission today allows us to make intentional choices about how we express our identity in the future. As the founding land-grant university, we have a particular responsibility not only to raise awareness of the history of Michigan State and land-grant universities, but also to elevate the visibility of Indigenous people and cultures and take steps to forge authentic connection and collaboration with Native American and Indigenous communities affected by land-grant policies.

Michigan State's early leaders responded to rapid changes in the mid-19th century and society's needs by creating a new approach to education. Today's issues are no less pressing: unprecedented technological advances reshaping work and nearly every other aspect of life; widening economic and social inequities; and global health crises and climate/environmental emergencies. Such urgent concerns require the talents and gifts of all, making it vital for institutions to take bold steps toward diversity, equity and inclusion. They also require leadership from institutions of global reach, significant scope and scale, and preeminence in areas of global grand challenges to address the pressing issues of our time and be leaders in creating opportunities for tomorrow.

A LETTER FROM PRESIDENT STANLEY

When I launched the strategic planning process in January 2020, I never imagined how much our world would be turned upside down due to the ongoing COVID-19 pandemic. Like other universities and organizations, we were forced to rethink nearly every aspect of our operations, often with limited and rapidly changing information. I remain immensely proud of the teamwork and resilience of the entire MSU community and the work we've done to continue providing the world-class education, research, and outreach and engagement expected of our great university.

Amid the strains of COVID-19, we continued to strategize and plan, harnessing new lessons learned to ensure we are prepared not only to respond, but also to lead in a future landscape shaped by many forces, a landscape forever changed by our collective experiences. We witnessed the power of technology to enable us to continue providing a world-class education in a remote and distanced environment. But we also heard clearly about the value of in-person experiences for students, faculty and staff. Spartans missed these personal connections while we operated in a more virtual mode.

During the past year, we also observed the reliance on leading research universities like our own to deliver solutions to challenges brought on by the pandemic. We provided basic and translational scientific and health research to develop new tests/diagnostics, therapies and vaccines, and helped illuminate the societal and personal impacts of the pandemic with the trusted expertise and humanizing, enriching contributions of the social sciences, humanities and creative arts. With our long history in outreach and engagement, we worked in partnership with communities to offer information, resources and solutions responsive to their expressed needs and meaningful for people's lives.

The pandemic, along with other national events, brought heightened attention to societal issues, from health disparities to calls for social justice. We have an opportunity and a duty to continue addressing these issues by living our shared values each day and leading by example in creating a safer, more welcoming and more respectful campus where everyone can do their best work. That is why, from the beginning of this process, I also charged two additional groups to do specific, intensive planning around diversity, equity and inclusion (DEI) and relationship violence and sexual misconduct (RVSM). You will see elements reflecting those planning efforts throughout our university strategic plan, because our work as an institution will only be successful when the principles upon which the DEI and RVSM plans rest are embedded throughout all we do.

We may not be able to predict the precise dimensions of the next great challenge society will face or the nature of the next pandemic, but we know the world's leading research universities, those with the scope, scale and excellence of MSU, must be at the forefront of addressing these challenges. We will be prepared to educate the next generation of leaders

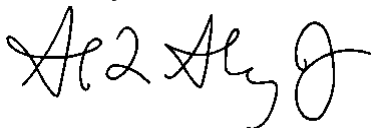
and to be incubators of the innovation, discovery, scholarship and creativity required to bring sustainable solutions to the world's most complex problems.

The title of the university's strategic plan is Empowering Excellence, Advancing Equity and Expanding Impact. Without question, what makes MSU excellent is its people. The vitality of a university stems from the ingenuity, creativity and drive of faculty, staff and students, and ours are exceptional. The colleges, departments, schools, centers, institutes and administrative units across campus that are their homes will always be the key to our success. Built with substantial input from the MSU community, this strategic plan will serve as a framework for our collective work. Yet it is not designed to be a roadmap followed at every turn. We must remain nimble and ready to adapt to a changing world, seeking every day to make a greater impact here in Michigan and across the globe.

Using the thematic areas and goals set forth in this plan to guide our work, we pledge never to lose sight of what might be just beyond the horizon. We are committed to sustaining the global impact we have today and building on our strengths to grow that impact through this century and beyond.

Based on my nearly two years as MSU's 21st president, I say with confidence that we are well positioned to accelerate our contributions and expand our impact as a premier research institution with the unwavering commitment to access and engagement embedded in our land-grant mission. The work ahead is immense, but I know a tough challenge does not deter a Spartan. Join me in continuing this journey together.

Sincerely,

A handwritten signature in black ink, appearing to read "SL Stanley Jr.", written in a cursive style.

Samuel L. Stanley Jr., M.D. (he/him)
President

EXECUTIVE SUMMARY

This strategic plan builds upon a decade of growth and success in providing world-class education, research, and outreach and engagement benefiting Michigan, the nation and people around the globe. That decade flows from a storied history, strengths built over time and the unique character of the Spartan community, known for its collaborative, innovative spirit and determination to make a difference. But great institutions never stand still. And neither will we. Our trajectory is positive, and our will is legendary. We can and will achieve more in the decade ahead. The needs we were built to serve demand no less.

Between 2010 and 2020, we grew from 47,278 to 49,809 students while improving student graduation rates from 77% to 81% and closing graduation gaps. The graduation rate for Hispanic/Latinx students increased 10 percentage points, and graduation rates for African American/Black students increased 8 percentage points. These are positive trends, but we are committed to doing more. Graduation rates for African American/Black students still lagged the average by 18 percentage points in 2020, and Hispanic/Latinx students were 9 points below the average. While the 2020 graduation rate for American Indian/Alaska Native students was 81%, previous years have fallen significantly short of this percentage (ranging between 41% and 71% between 2016 and 2019) and been highly variable due to a small number of students enrolled. The graduation rate for Asian students was 87% in 2020, 6 percentage points above the average.

We must continue striving to ensure we are an engine of opportunity for every student admitted to MSU and that each learns, thrives and graduates. We will focus investment on effective student support systems, particularly for first- and second-year students, to put them on a positive trajectory toward graduation. This includes comprehensive and seamless advising from admission through graduation, redesigning gateway introductory courses to ensure strong learning to launch students' academic careers and providing comprehensive, holistic support for students' physical, mental and emotional health and well-being.

The past decade saw our total research expenditures rise from \$431 million to nearly \$726 million in 2019. MSU now ranks No. 1 in the Big Ten and No. 2 nationally in expenditures from the U.S. Department of Energy and No. 2 in the Big Ten and No. 9 nationally in expenditures from the National Science Foundation. Our research, scholarship and creative endeavors generate new knowledge to address the most complex societal problems and lay the groundwork for future generations to tackle the yet-to-be-known challenges of tomorrow. To continue to lead, we must aggressively pursue external resources and partnerships that give us the platforms necessary to develop solutions to the big problems that confront us globally. We will elevate visibility of the arts at MSU, enriching the student experience and deepening learning with opportunities for creative expression and engagement with cultural experiences. We will seek like-minded partners to expand our scope and reach, support multidisciplinary and transdisciplinary grant proposals that span the sciences, arts and

humanities, and forge new partnerships with industry to commercialize MSU inventions and enhance economic impact.

During the past 10 years, we also continued to invest in community partnerships both near and far, expanding academic program offerings, research opportunities and outreach and engagement efforts in Detroit, Flint, Grand Rapids and through our membership in the Alliance for African Partnership. Building on the strengths of these efforts and MSU's more than 100-year legacy of work through Extension, which works in every county in Michigan, we will continue to support initiatives that produce problem-based solutions in real-world contexts at the regional, national and international levels, working in partnership with those communities most affected. We have a unique opportunity to build upon our strengths across health, business, education, communications, the sciences and the arts to enhance quality of life for people by improving health and the systems that affect health, specifically by addressing disparities in access and quality of health care.

IMPACT FOR MICHIGAN

MSU is often called Michigan's State University, and for good reason. MSU enrolls more Michigan students than any other university -- approximately 35,000 -- and more than 275,000 of its more than half a million alumni live in-state. Together, its human health colleges provide 20,000 doctors and nurses to help Michigan's citizens stay healthy. MSU's total economic impact in Michigan is \$5.6 billion annually, and the MSU Innovation Center helps nearly 130 discoveries become patented products or start-up companies each year. MSU's outreach is extensive, and nearly 90,000 youths participate in 4-H across the state. Myriad programs serve thousands more from Detroit to Brimley.

Underpinning our work in each of the aforementioned areas is a commitment to people. We must continue to build a campus environment that is vibrant, welcoming, respectful and safe for all and supports individuals in conducting their best work. Diversity of thought and ideas is a prerequisite for tackling the great societal challenges we face, and an inclusive and equitable campus culture where we foster an ethical framework for teaching, learning and leading is necessary to ensure that diversity of thought is celebrated and heard. By investing in mentoring as well as professional, career and leadership development, we can make MSU a workplace of choice that supports an innovative, creative and diverse faculty and staff.

Our progress over the past decade has been supported through careful institutional stewardship of resources as well as the generosity and support of our alumni, supporters and friends who donated more than \$1.8 billion during the Empower Extraordinary campaign. To achieve our aspirations, we must provide exemplary stewardship of institutional resources to

foster the long-term sustainability of MSU. This includes aligning our fiscal, physical, technological and human resources through comprehensive Financial and Budget, Facilities and Land Use, and Sustainable Information Technology plans, along with launching our next capital campaign to provide the margin of excellence necessary to remain a leading global research university making a significant difference in the lives of the citizens of Michigan and addressing critical issues for people everywhere, today and tomorrow.

Finally, the past decade has been marked with challenges. As an institution, we have reflected deeply, learned, and become better and stronger today. We have committed to continue to listen and learn from our students, faculty, staff and all stakeholders in all aspects of our mission and operations. The strategic plan and its implementation provide an avenue to structure continued engagement around the university's priorities.

MISSION

Our mission is to advance knowledge and transform lives by providing outstanding undergraduate, graduate and professional education; conducting research of the highest caliber; and advancing outreach, engagement and economic activities (shortened version of MSU mission statement; full statement, approved in April 2008 by the Board of Trustees, available at trustees.msu.edu/about/mission.html).

Values

As an institution of higher learning, Michigan State University is committed to the highest ethical and academic standards. As a public institution, we are committed to transparent decision making and accountable governance. As a community, we commit to live these values.

Collaboration

We will pursue innovation through partnership within MSU and with the communities we serve.

Equity

We will eliminate barriers to access and success, challenge discrimination and bias, and address past and present inequalities.

Excellence

We will hold ourselves to the highest standards of teaching, research and engagement, to serve the common good and improve the world we live in.

Integrity

We will hold ourselves accountable to the highest levels of honesty, trustworthiness and dependability.

Respect

We will create and sustain a culture of safety where we can learn, work, teach, live and visit in a community that values the dignity of all people.

STRATEGIC VISION

Michigan State University is a top 100 global research university renowned in certain disciplines and well positioned to lead in others. The university is a global leader in areas ranging from science, technology, engineering and math (STEM) to social science to the humanities, with nuclear physics, plant and soil sciences, K-20 education, supply chain and logistics, and communication and media receiving sustained recognition. African history, organizational psychology, criminal justice, veterinary medicine, biomedical research and a suite of environmental sciences are among the areas of national and international prominence. Other areas, such as mobility, entrepreneurship, digital humanities and African American and African Studies, are rapidly emerging as new spirals of excellence. These lists are by no means exhaustive, but they suggest the breadth of contributions of MSU researchers and scholars at the highest level.

We offer an outstanding educational value that provides pathways to opportunity. Washington Monthly's 2020 ranking of national universities, based on contributions to social mobility, research and promoting public service, places MSU No. 23 in the nation among public universities. And for its "best bang for the buck" category, MSU ranks No. 11 among universities in the Midwest – public and private – for helping nonwealthy students earn a marketable degree at an affordable price. Placing another lens on return on investment, U.S. News & World Report notes our graduation rate is 12% higher than expected given students with similar test scores and economic background.

Michigan State University was unique in its founding, combining excellence in research aiming to address the problems of the day and the needs of an evolving world with high-quality education broadly accessible to people of modest means. With the addition of outreach through Extension in the early 1900s, the ideal of the engaged university for the common good emerged.

Michigan State's aspiration builds on its past. But to remain among the most societally impactful universities – one that lifts people up, addresses issues that matter to people's lives and livelihoods, and fuels the pipeline of innovation with discovery and invention – requires us to act with intention. It also requires us to reckon with the challenges of a changing environment, including uncertain state and federal funding, demographic shifts, changing perceptions of higher education and its value, increasing competition for talent and technology transformation touching every aspect of operations.

Implementation of the strategic plan will focus investment in areas of excellence – established and emerging – that address global challenges; meet pressing needs expressed

by communities in Michigan, across the nation and around the world; advance equity and ethics; and improve the human condition. We will prioritize innovation aligned with our values. We will pursue investments in cross-cutting, collaborative, multidisciplinary and partnered solutions, because we believe in the power of synergistic, transdisciplinary approaches. We will engage with stakeholders in a manner that is meaningful and demonstrates respect, responsiveness, inclusiveness and partnership.

By 2030, we envision a Michigan State University that has significantly expanded opportunity and advanced equity, elevated its excellence in ways that attract vital talent and support, and has a vibrant, caring community.

Opportunity expanded. We are committed to expanding opportunities for all to realize their potential to lead fulfilling lives and become agents in shaping the world we share. We will expand access to Michigan State’s high-quality education, as well as to the full breadth of our programs, campus, resources and expertise. We will innovate to meet the evolving needs of learners across their life spans and ensure their sustained success in a rapidly changing environment. By 2030, we will serve more and increasingly diverse students than we do today, both on campus through improved persistence rates and online through a variety of new and expanded programs.

Equity advanced. Advancing equity for all people is fundamental to transforming lives. We will be a leader in advancing equity through our scholarship and research, our educational mission and its outcomes, our partnerships with communities and the community we nurture among our staff, students and faculty. We believe advancing equity means the composition of our students, faculty and staff should reflect the full diversity of the society we serve, and true excellence requires no less. We will work to recruit and retain; include, develop and advance; admit and graduate; consult, serve and involve individuals and communities broadly. By 2030, we will be significantly more diverse in the composition of our students, faculty and staff. MSU will have eliminated gaps in graduation rates between racial and ethnic groups, reduced average student debt by reducing time to graduation and made significant progress in advancing partnerships that address health disparities rooted in race and socioeconomic status.

Excellence elevated. Holding ourselves to the highest standards of quality is core to our values and essential to our future success. We will use the platforms our excellence provides us to serve the greater good. Our success as an institution, as units and as individuals offers opportunities to make a profound impact in the world. That opportunity to make a difference will continually drive us to be better, and our continued and increasing excellence will attract like-minded talent and supporters. By 2030, we will have completed a faculty hiring initiative to bring world-class faculty to MSU to advance equity and ethics; established a world-class joint cancer center with Henry Ford Health; and become the global center for the physics of atomic nuclei discovery, education and training, and application of isotopes in medicine, material science and other areas. We will be undisputed leaders in plant science and related

fields, forging a more resilient future in the face of climate and environmental change, advancing SmartAg and sustainable practices critical to human and planetary health and well-being in Michigan and extending globally. As our contributions grow, so will our research expenditures, reaching \$1 billion.

Community strengthened. Creating a world in which all can thrive begins with our entire campus community of scientists and creators, artists and scholars, learners, doers, leaders and healers. We will build a caring, engaged, vital community with a culture that upholds our values, supports people and attracts and retains the talent we need. By 2030, we will have created new systems and structures to ensure our competitiveness and support the success of every student, faculty and staff member who chooses to come to MSU.

Stewardship strengthened. We are committed to ensuring the sustainability of Michigan State University as a strategic asset for the state of Michigan and the nation. With our history as the first agricultural college in the United States and our vast expertise in environmental sciences, we are passionate about the sustainability of people and the planet. We will diversify our sources of revenue and increase reach and impact through partnerships. We will be more nimble, adaptive and innovative, seeking fresh solutions to familiar challenges. We will enhance technological infrastructure and become a highly engaged digital university to serve the needs of the learners, workers and citizens of today and tomorrow. Our campus will be greener, more connected and better designed for promoting wellness, well-being and an enhanced student experience. By 2030, we will have developed and implemented new comprehensive plans for managing technology infrastructure and campus sustainability, be managing facilities and land under a new forward-looking framework, have elevated the arts and integrated athletics as essential elements of the MSU experience and have launched MSU's next capital campaign to provide the margin of excellence that will help MSU compete in the years ahead.

STRATEGIC PLAN STRUCTURE

Six strategic themes are at the core of MSU's strategic plan. Critically, these themes emerged through an engaged and inclusive process. They provided the scaffold for broad, outcome-oriented goals and related objectives that also represent the thinking of our campus community. For each objective, illustrative strategies and actions appear, and for each goal, potential indicators or metrics demonstrating progress are suggested. The Strategic Planning Steering Committee (SPSC) anticipates that strategies/actions and indicators/metrics will be refined and expanded during plan implementation as well as by individual colleges and units in their unit-based planning and implementation.

The ordering of the themes is intentional. The plan begins with a focus on people, with the success of our students, faculty and staff at the heart of all that we do. We begin with students, the reason we exist as an educational institution, then follow with a theme addressing the needs of our unique workforce. Next come themes focused on excellence

reaching across our core missions, concentrating on strengths, differentiators and areas of societal need. The plan concludes with foundational and cross-cutting themes required for sustainability, effectiveness and excellence in the future: themes addressing various aspects of sustainable stewardship, including financial aspects, and our diversity, equity and inclusion theme, which highlights the intersectionality of our DEI strategic plan with the university strategic plan.

Implementation

Each strategic theme has an executive sponsor or executive sponsors who will lead implementation at the university level, consulting with shared governance as appropriate:

- Student Success – Provost and Executive Vice President for Academic Affairs and Vice President for Student Affairs and Services
- Staff and Faculty Success – Provost and Executive Vice President for Academic Affairs, Executive Vice President for Administration and Executive Vice President for Health Sciences
- Discovery, Creativity and Innovation for Excellence and Global Impact – Provost and Executive Vice President for Academic Affairs, Executive Vice President for Health Sciences and Vice President for Research and Innovation
- Sustainable Health – Executive Vice President for Health Sciences
- Stewardship and Sustainability – Executive Vice President for Administration and Senior Vice President for Finance and Chief Financial Officer
- Diversity, Equity and Inclusion – Vice President and Chief Diversity Officer

Sponsors (or designees) will serve with appointed members on a Strategic Plan Implementation Steering Committee (SPISC), led by Vice President for Strategic Initiatives Bill Beekman, which will be responsible for ensuring progress on implementation across all themes. Additional theme-specific committees appointed by VP Beekman and the executive sponsors will work to identify strategies and prioritize initiatives, refine metrics and facilitate data collection and reporting. These theme-specific committees will report progress regularly to the SPISC.

At the unit level, college and administrative unit strategic and annual plans will be aligned to advance the strategic themes of the university. University processes, including budget planning and resource allocation, will support planning priorities.

Although this strategic plan articulates broad themes and suggests actions to advance our goals, it is anticipated much of the specific work to put the plan into practice will be developed within colleges and administrative units, including auxiliary units like Athletics and Residential and Hospitality Services. The success of the plan will depend on the collective wisdom and expertise of the campus community.

Updating the Strategic Plan: A task force appointed by the president in consultation with the SPISC will initiate a formal review of the university's strategic plan in fall 2024 and produce written recommendations on additions, deletions, revisions or updates to the themes, goals

and objectives of the university's strategic plan no later than summer 2025. As context for its work, the task force will complete an environmental scan and strengths, weaknesses, opportunities and threats (SWOT) analysis.

STRATEGIC THEMES

STUDENT SUCCESS

At Michigan State, we believe every student we admit has the ability to succeed and graduate. We feel a sense of urgency to improve graduation rates, because a college degree is the best route to individual opportunity, and an educated workforce strengthens Michigan and the nation. By 2030, we will increase the six-year graduation rate by 5% to 86%.

Student success is the measure of an institution's ability to provide an inclusive, equitable curriculum and environment with the academic, social, wellness and financial support that enables all students to learn, thrive, persist, graduate and succeed after graduation.

Understood this way, student success is not a measure of the academic achievement of either individual students or students collectively; rather, measures like academic standing, persistence, graduation, sense of belonging, engagement, time to degree and placement rate indicate how well an institution supports its students.

MSU has been a leader in student success initiatives for more than a decade. As a member of the University Innovation Alliance, we have been part of a group of collaborative innovators determined to share knowledge and scale successes to better serve students, raise graduation rates and create equitable educational outcomes. MSU's introduction of the Neighborhoods concept in 2010 – bringing together key resources and services students need within close distance of the areas where they live – began a deep collaboration between Academic Affairs, Student Affairs and Residential and Hospitality Services that has continued to improve practices and services, with a holistic view of student success.

Six years ago, a data-gathering and analysis effort uncovered opportunity gaps among our students as well as a decade-long trend of undergraduates taking longer to complete degrees. Further analyses revealed students who maintained steady momentum toward degrees with enough credit hours for on-time completion – regardless of demographic or academic characteristics – had higher rates of persistence and graduation. The credit momentum campaign, Go Green, Go 15, implemented in 2017, illustrates MSU's capacity to dramatically improve student success with data-informed efforts. Redesign of mathematics general education and other gateway courses as well as work to recognize and support students of varied identities and backgrounds also have contributed to improved persistence and graduation rates.

NEIGHBORHOODS INITIATIVE

MSU's award-winning Student Success Initiative aims to increase graduation rates and close opportunity gaps for all students, including first-generation, low-income and historically underrepresented populations. Our multifaceted approach is anchored by our nationally recognized Neighborhoods model that integrates academic, health and other support services directly in campus residential buildings. These Neighborhoods serve as communities where students can connect with faculty, support staff, other students and resources that promote success.

We continue to make progress in recruiting, retaining and graduating a more diverse student body. For the sixth year in a row, MSU saw record-high graduation rates for first-time, full-time students, most recently to 81.3%. Graduation rates for students identifying as Hispanic/Latinx, Asian, Black/African American, American Indian/Alaska Native and Hawaiian/Pacific Islander all increased as well. Future student-centered initiatives like the Neighborhoods will continue to elevate retention, graduation and timely progress to a degree.

MSU's student success efforts are predicated on the belief that every student MSU admits has the capacity to learn, thrive and graduate, and that we can eliminate opportunity gaps with focused effort. We are diversifying the role we play in the pipeline that produces talent for Michigan and provides benefits for individuals as we enhance support for transfer students and relationships with community colleges. By focusing on graduating the students we admit, whether they begin as first-year or transfer, MSU is committed to making a lifelong difference. According to the Georgetown University Center on Education and the Workforce, bachelor's degree holders earn 81% more than those with just a high school diploma and 34% more than those with an associate degree.

Recently, the COVID-19 pandemic has shown us both the power and limitations of online learning and highlighted the role of in-person classes and the residential experience in student satisfaction and success. We will enhance the total student experience at MSU, recognizing that learning and growth take place beyond the classroom and that connecting to athletics, arts, student-directed clubs and more make up the full richness of what it means to be a student at MSU. We will optimize all modes of learning at MSU and achieve new highs in graduation rates and postgraduate success. We will partner with government and business leaders to better identify the skill sets and experiences our graduates need to succeed in the new economy.

Goal: Provide an exceptional educational experience for all students that prepares them for postgraduate success, achieving high graduation rates with no opportunity gaps

Objective 1

Strengthen MSU's ability to attract and meet the needs, goals and aspirations of dynamic undergraduate students from all backgrounds

Strategies/Actions

- Decrease average student debt and maintain access to high-quality MSU education for students of all economic backgrounds by increasing on-time graduation rate for undergraduate students
- Invest in maintaining and/or building leadership in differentiating and high-demand undergraduate programs (e.g., supply chain, packaging, entrepreneurship and ethics, game design, biological/agricultural engineering, forestry)
- Ensure all students have high-quality academic and career advising that grows with them from admission through graduation
- Ensure continuing quality and improvement of academic programs by clearly articulating learning outcomes; regularly and appropriately assess and align outcomes
- Redesign gateway courses to improve learning outcomes and eliminate opportunity gaps
- Expand and deepen support of Neighborhood Student Success Collaborative initiatives demonstrating success in promoting persistence of students from diverse and historically underrepresented backgrounds

Objective 2

Increase access to and successful completion of highly ranked graduate and professional education by an increasingly diverse population of students

Strategies/Actions

- Increase the number and percentage of high-quality doctoral and master's programs by improving existing programs and eliminating programs of insufficient quality through regular Strategic Program Assessment overseen by the Graduate School
- Increase the number of quality online master's programs to improve access to graduate education
- Develop new cross-disciplinary doctoral programs to provide the multidisciplinary expertise required for many areas of inquiry
- Increase the diversity of students within graduate programs
- Increase the number of university fellowships to improve graduate recruitment

- Support high-impact mentoring for all graduate students and training for all faculty mentors to fully implement the Guidelines for Graduate Student Mentoring and Advising
- Increase support for graduate student placement (jobs or further educational opportunities), improve communication about diverse career pathways and options, and monitor placement rates into these alternative careers

Objective 3

Increase the number and diversity of learners we serve through an online learning strategy that provides wider access through targeted programs

Strategies/Actions

- Create a dedicated academic unit to support online programs
- Create targeted, market-driven postbaccalaureate and post-master's degrees and certificates that include coordinated continuous-learning programs and alternative credentials
- Develop online and alternative pathways for some-college-no-degree students and prospective students who already are in the workforce and/or for those who cannot engage in a traditional course delivery structure
- Increase access to MSU for students transferring from two- and four-year institutions by creating clear and well-supported pathways for transfer students into MSU and by deepening MSU's relationships with Michigan community colleges
- Partner with key international institutions to enable students to earn an MSU degree while starting or finishing courses online in their countries of origin

Objective 4

Strengthen each student's educational experience to eliminate opportunity gaps and support success through graduation and beyond

Strategies/Actions

- Ensure every undergraduate has at least two high-impact learning experiences (e.g., education abroad, experiential learning) and reduce barriers to opportunities with historically lower participation
- Ensure all graduates develop leadership, entrepreneurial attitudes and skills, ethics, and digital and technical/analytical abilities appropriate for a world transformed by technology and automation
- Elevate the stature of the Honors College and enhance the experience of Honors College students
- Transform the intellectual habits of students by intentionally integrating ethics and the arts into curricular and cocurricular experiences
- Increase the number of advisers to better assist students in navigating program, course and career options

- Continue to standardize and structure a record for cocurricular and extracurricular activities to allow students to better demonstrate the value of their college experiences
- Increase alumni engagement in student mentorship and career development

MY SPARTAN STORY

We know each student's college experience extends beyond coursework and a GPA to encompass valuable experiences and engagement outside the classroom, including leadership programs, research opportunities, internships, employment, service-learning and more.

To support undergraduates' success at MSU and after graduation, we created My Spartan Story. The interactive platform helps students better articulate the full value of their college experience by providing them a mechanism to formally document out-of-class efforts. By tracking learning outcomes beyond academic credits, students are better able to reflect a more comprehensive picture of their education and to share an official customized record with future employers and advanced-degree programs.

As part of MSU's commitment to preparing the next generation of leaders and to helping each Spartan achieve success, we will work to enhance participation in the program and to pursue other innovations that advance career support efforts.

Objective 5

Provide a positive climate and holistic support throughout the student experience, understanding that providing high-quality out-of-classroom experiences and care are essential to student success

Strategies/Actions

- Establish a comprehensive sense-of-belonging initiative that recognizes the individual identities, affinities and aspirations of each student
- Provide support to student groups to increase reach and resources for student members
- Regularly implement campus climate assessments and engage in reflection and action based on the results
- Establish a comprehensive holistic wellness initiative addressing academic, financial, physical, mental and emotional health for all students
- Establish a comprehensive digital experience initiative that enables academic achievement and institutional navigation, including access to digital health and

wellness resources, access to technology to engage online and clear, relevant digital communication

Student Success: Illustrative Indicators/Metrics

- Six-year graduation rate for first-time and transfer undergraduates to increase by 5% to 86%
- Time-to-degree, cost-of-degree and value-of-degree measures – undergraduate and graduate
- Placement rates – undergraduate and graduate (increase)
- Probation rates (decrease and close gaps)
- Sense-of-belonging measures and climate assessments (improve)
- Number of online courses, certificates and degrees (increase)
- International opportunities for students (increase)
- Number of high-impact opportunities offered; student participation in opportunities (increase)
- Use of student support services (increase)
- Student debt upon graduation (decrease)

STAFF AND FACULTY SUCCESS

Creating an environment in which excellence and opportunity thrive will attract and keep talent and create conditions where staff and faculty can do their best work, individually and collaboratively. We will seek recognition for the excellence and innovation this culture fosters, pursuing an increase in faculty and staff external awards of 10% per year and a 15% increase by 2030 in the number of recipients of highly prestigious academic awards and national academies members.

MSU's biggest investment – and most important asset – is the exceptionally talented faculty and staff at the core of the Spartan community. Our commitments to supporting the success of undergraduate and graduate students, responding to community needs and addressing the challenges of a changing world are hollow without a similarly substantive commitment to the well-being of our staff, faculty and postdoctoral research associates who make this work possible.

The COVID-19 pandemic changed how we work, accelerating anticipated trends but at an unexpected pace, causing additional stress for people and organizations. Facilitating and supporting flexible work during the pandemic, including the ability to work in remote locations connected through dynamic modes of digital communication, enabled us to continue delivering world-class education during a period of mandated physical distancing. It also yielded lessons that will help us update policies and procedures to adapt to and compete in a world where anyone can work from anywhere, allowing us to readily engage expertise from industry, community and academic partners. We will develop the flexible, supportive, inclusive workplace required to respond to the aspirations and needs of every

employee. As they integrate career goals with efforts to create a meaningful life for themselves and their families, our employees will expect – and we will deliver – ongoing opportunities to grow and develop.

Creating a healthy, supportive work environment also necessitates strong organizational commitment to addressing workplace sexual harassment and incivility. In 2019, MSU conducted a comprehensive campus climate survey, which revealed that sexual harassment was the most common form of relationship violence and sexual misconduct (RVSM) experienced by MSU students, faculty and staff, with rates ranging from 9.3% to 65.5% across different gender and affiliation groups. The MSU Center for Survivors and Office of Audit, Risk and Compliance provide advocate advisers for faculty and staff participating in Title IX RVSM investigations. As detailed in the institution’s RVSM Strategic Plan, we are training leaders across the university on how to respond to RVSM disclosures in a trauma-informed way, as well as investing in prevention programs to stop incidents from occurring in our community.

Our aspiration is to create an environment in which staff, faculty and postdoctoral research associates truly thrive – an environment that serves as a magnet for the diverse and energized talent we need now and in the future. This will require increased flexibility in the ways we work to expand our talent base. It will mean modernizing systems and examining structures, investing in new and accessible opportunities for leadership and career development, and expanding recognition. It also will require clear pathways for promotion and tenure that recognize multiple forms of scholarly and creative achievement, prize innovation and incentivize collaboration and entrepreneurial activity. We will take care to reward service in its many forms, but particularly in the mentorship and leadership so important to achieving our DEI goals.

Establishing a culture of trust in which employees can voice concerns, share in decision making and establish meaningful relationships with colleagues will be critical to our success in establishing Michigan State University as a preeminent institution in which to work, learn, grow and excel.

Goal: Support career development and well-being of staff, faculty and postdoctoral research associates at MSU, focusing on creating a best-in-class workplace culture and environment in which excellence and opportunity thrive

Objective 1

Create a workplace culture that advances DEI and supports all staff, faculty and postdoctoral research associates

Strategies/Actions

- Adopt a regularly administered, university-wide, comprehensive climate survey to establish benchmarks and goals for success at the unit level and provide the resources to analyze the data
- Continue the comprehensive RVSM campus climate survey to track progress
- Review university policies, practices and opportunity structures to identify better ways to increase diversity, foster inclusive dialogue and provide support to staff and faculty
- Establish mechanisms of support, consultation and coaching for continuous improvement in pursuit of a campus that is physically and psychologically safe and free of harassment and incivility
- Improve communications and administrative practices and systems to provide information when desired and needed to create a greater sense of agency and empowerment
- Establish processes to systematically identify and remove barriers to success and reduce work inefficiencies to improve the experience of working at MSU

GROWING EXCELLENCE IN TRAUMA-INFORMED RESPONSE/COMMUNICATION

Supporting the success of undergraduate and graduate students relies on the well-being of the talented and dedicated faculty and staff who make those efforts possible. As part of our commitment to create a workplace culture and environment in which staff, faculty and postdoctoral research associates thrive, MSU has made RVSM resources and services available not only to students, but also to faculty and staff.

We will continue to build on our growing strength in trauma-informed response, expanding our reach to staff and faculty in several areas, including:

- MSU Safe Place, the first and only campus-based domestic violence shelter, which serves faculty and staff families and provides training and consultation to MSU academic and staff units
- The MSU Center for Survivors, which provides advocates to faculty and staff participating in Title IX RVSM investigations and hearings
- A Climate Response Team, which has been created to work with academic and nonacademic units to create healthy work environments

Objective 2

Make MSU a workplace of choice – and a desirable place to stay – for discipline-leading, innovative, creative and diverse staff, faculty and postdoctoral research associates

Strategies/Actions

- Review university policies, procedures and practices to facilitate more remote, flexible and blended working options to broaden the university's access to diverse talent
- Adopt new promotion and tenure frameworks to better align with and support MSU's commitment to publicly engaged participatory, transdisciplinary and intersectional research and excellence in teaching
- Provide educators access to professional development necessary to provide high-quality, evidence-based learning experiences across all modes of instruction
- Create nationally recognized care-giving services including childcare, eldercare, employee assistance/counseling and the Center for Survivors and Prevention, Outreach and Education
- Expand external awards nominations and establish new internal awards and/or recognitions for faculty and staff; these should include awards for excellence as well as awards recognizing the importance of living other aspects of our values (e.g., collaboration; respectful, supportive and caring behavior)
- Expand opportunities for staff and faculty to gather and engage in informal and supportive contexts to improve campus culture

Objective 3

Invest in leadership and career development opportunities for staff and faculty that contribute to a culture of care, respect and inclusion

Strategies/Actions

- Establish a dynamic and inclusive mentoring culture that links individual success to unit-level, college and university success
- Invest in more facilitators for trauma-informed practices of harm reduction
- Implement a modernized staff classification and compensation system
- Expand opportunities for leadership, career growth and skill development, and leverage the university's educational resources to advance staff and faculty careers, paying particular attention to participation rates of staff and faculty from diverse and historically underrepresented populations
- Establish a formal talent management program; extend student career development infrastructure to staff

Staff and Faculty Success: Illustrative Indicators/Metrics

- Number of faculty and staff receiving external and internal awards to increase 10% per year
- Number of faculty in national academies or recognized with highly prestigious academic awards to increase by 15%
- Perceptions of communications and administrative practices and systems designed to provide information and keep staff and faculty informed and engaged (improve)
- Climate survey results over time, including scores on sense of involvement and inclusion, professional development and fulfilling career pathway (improve)
- Specific mentoring outcomes integrated into annual performance reviews, promotion processes and unit strategic plans

- Number of trauma-informed facilitators in central units at the university (increase)
- Recruitment and retention of faculty from historically underrepresented backgrounds (increase)
- Access to caregiving services without wait lists (improve)
- Recruitment for participation in leadership/professional development programming by staff and faculty from diverse and historically underrepresented backgrounds (increase)

DISCOVERY, CREATIVITY AND INNOVATION FOR EXCELLENCE AND GLOBAL IMPACT

At Michigan State, we pursue excellence in service to the common good, generating new knowledge and applying it in practical ways to address complex societal problems. We will expand our capacity for local and global impact, and by 2030 will reach \$1 billion in annual research expenditures, an increase of about \$275 million in annual expenditures.

MSU scientists, scholars and artists look for answers to fundamental questions that lay the groundwork for solutions to problems decades in the future. They also study our histories and cultures to ensure new knowledge is informed by our collective and unique experiences as part of the larger society.

Research activities also focus on understanding the disparate impact of social problems on segments of our population, locally and globally. Researchers in the social sciences, humanities, health and law examine underlying reasons for these disparities and devise policy solutions to mitigate their effects on vulnerable members of society and promote well-being for all.

Michigan State's world-renowned research spans everything from nuclear physics to plant biotechnology, K-20 education to digital humanities and beyond. MSU researchers are engaged in cutting-edge discovery and creative work across all seven continents and support world-class research programs.

FACILITY FOR RARE ISOTOPE BEAMS

The Facility for Rare Isotope Beams (FRIB), opening in 2022 and funded by the U.S. Department of Energy Office of Science, MSU and the state of Michigan, will be the preeminent user facility of its type in the world – driving discovery and developing the next generation of scientific leaders. The facility will be a catalyst for advancements in nuclear science and accelerator science and engineering, while allowing collection of isotopes for applications ranging from testing materials for spaceflight to new developments in biomedical imaging diagnostics and therapeutics. At this unique facility, researchers and students will have access to opportunities found nowhere else in the world.

Michigan State is a vital pipeline for scientific talent. It attracts stellar students from around the globe to its top-ranked nuclear physics graduate program, and 26% of nuclear physics graduate students receive part of their training at MSU. FRIB builds on decades of investment and success in nuclear physics at MSU. Now it will drive discovery, collaboration, investment and innovation at MSU for years to come.

The Facility for Rare Isotope Beams (FRIB), funded by the U.S. Department of Energy Office of Science, MSU and the state of Michigan, will play a vital role in developing the next generation of scientific leaders and innovators. When it opens in 2022, FRIB will be the preeminent user facility of its type in the world, providing opportunities for the advancement of nuclear science and accelerator science and engineering, leveraging our expertise in cryogenics and allowing collection of isotopes for applications ranging from testing materials for spaceflight to development of new biomedical imaging diagnostics and therapeutics. With our No. 1-ranked graduate program in nuclear physics and superb facilities, MSU attracts stellar students from around the globe, and 26% of U.S. nuclear physics graduate students receive part of their training at MSU.

MSU scientists have been a vital force in improving agricultural practices and food crop yields across Michigan and around the world for decades. Our plant, soil and environmental science scholars are internationally recognized as among the best in the world, and our deep connections from bench to field and partnership networks across the state and across the globe drive rapid translation from discoveries in fundamental plant biochemistry, genetics and genomics to innovation in agricultural systems, crop production and sustainable practices in the environment. With its 14 research centers and facilities spread throughout the state, MSU AgBioResearch provides a critical real-world living laboratory to interdisciplinary research teams as well as commodity groups, growers, MSU Extension and other partners.

For more than 70 years, our expertise has been used to improve food security in sub-Saharan Africa, and today, research and outreach extends to more than 120 countries worldwide. Our

supply chain experts have streamlined logistics for moving food from growers to consumers, and our storied packaging program is helping reduce waste and improve safety. In Michigan, MSU Extension has helped grow Michigan's economy for more than 100 years, equipping Michigan residents with the information to do their jobs better, raise healthy and safe families, build their communities and empower children.

MSU EXTENSION

MSU Extension has been a differentiating force for more than 100 years – a deeply integrated network helping to translate world-class research and apply life-changing knowledge, in real time, across Michigan. Extension will continue to play a critical role in ensuring our relevance and impact by providing a framework for connecting knowledge and solutions directly to individuals, communities, families and businesses. As we build upon existing research strengths and create new areas of excellence, and drive advances in health through vital partnerships and new collaborations, Extension will provide the continuous and two-way connection to help us understand what is needed now and needed next to help Michigan flourish.

For decades, MSU has stood at the forefront of educational research and preparation of teachers and educational leaders and changemakers. Preparing citizens in the United States and globally to address the dynamic and daunting issues facing humankind requires an ongoing commitment to educational research, leadership and practice. MSU has made extensive contributions in literacy, early childhood education, civic education and STEM education at the K-12 and college levels.

We have growing strength in biomedical research. Our investments include the Institute for Quantitative Health Sciences and Engineering (IQ), which houses more than 20 laboratories and state-of-the-art biomedical imaging equipment; the Grand Rapids Research Center; and the Research Alliance with Spectrum Health. Leading-edge research facilities built in East Lansing and Grand Rapids in the past five years with contributions from the state of Michigan and private support, respectively, have played an essential role in attracting world-class talent.

Additionally, MSU is leveraging new and expanding partnerships with health care systems including McLaren Hospital and Henry Ford Health System to advance research in cancer, neurology, precision health and health disparities as well as improve efficiency and cost effectiveness of health care delivery. In Flint, addressing health disparities is one of our key foci. Our innovative public health initiative there was built in partnership with the Flint community as we seek to sustainably translate clinical research to practice and to improve the health of communities.

Over the next several decades, the interface among changes in land use, the condition and performance of physical infrastructure, and climate change will become an environmental grand challenge causing risk to water quality, food production, health and economic vitality. MSU's multidisciplinary research engaging engineering, business, hydrology, ecology and microbiology has led to outstanding work in water quality, including wastewater-based epidemiology, environmental virology and recycling of hazardous waste materials. New molecular tools and instrumentation will enable new discoveries through environmental surveillance of the built and natural environments.

The evolving nature of work is changing all aspects of life, both in the workplace and beyond. Rapid technological advances are transforming jobs and industries, driving the need to understand how new artificial intelligence and automation are reshaping the education, skills, training and retraining workers require. Researchers in the Colleges of Business, Communication Arts and Sciences, Engineering, Natural Science and Social Science are partnering with the corporate sector to assess how these changes ^¾ often referred to as the fourth industrial revolution ^¾ will change educational systems and labor markets and to advance research to help society adapt to this sea change in work.

MSU initiatives in communications and data science are responding to changes in the way information reaches the public, how people communicate with one another and how to work effectively and ethically in a world of big data. From addressing the challenges of misinformation and disinformation to development of tools designed to enhance cybersecurity, MSU is contributing solutions with applications in fields ranging from health to business.

MSU's Arts Strategy seeks to integrate the arts into our research and creative endeavors. By designing deliberate opportunities to bring the arts into active engagement with research across disciplines, we recognize the potential of co-discovering and co-creating that can drive innovation, open new ways of knowing, lead to the identification of new issues and concerns, and amplify the broader impacts of knowledge generated at MSU.

Michigan State has enormous strengths and distinctive culture flowing from its roots as the nation's premier land-grant university. We will build upon those that serve people and communities today and draw on our reservoir of will to bend the curve for humanity tomorrow. Our planning will bring together disciplines in new ways and recognize critical planning intersections, including how new facilities, judicious land management and state-of-the-art equipment enable research excellence.

Goal: Be a leader in developing transdisciplinary solutions to ecological and human problems affected by social, economic, political, climate and environmental changes

Objective 1

Demonstrate excellence in science, scholarship and creative endeavors, both in pursuit of fundamental knowledge and research designed to improve the human condition and address problems of today and to prepare for the challenges of tomorrow

Strategies/Actions

- Be the global leader and center for nuclear physics and ensure FRIB brings benefits to Michigan; invest in FRIB to drive discovery science, maintain educational excellence and expand education and training pathways, pursue differentiating initiatives that yield practical benefits (e.g., multidisciplinary biomedical imaging and therapeutics based on harvested isotopes) and attract private partners
- Lead local and global efforts to enhance food production, distribution, food safety and food security in a changing global climate using our strengths in plant and soil sciences, environmental sciences, animal health and production, agriculture and natural resource interactions, nutrition, big data and machine learning, and geospatial imaging, along with our worldwide network of partners
- Building on the strength of MSU Extension and epitomized by our work in Flint, support research initiatives to create applied, problem-based solutions in real-world contexts at the regional, national and international levels, in urban and rural environments, working in partnership with communities
- Support planning/collaboration around submission of large, transdisciplinary grants, including seed funding, to yield select transformative research initiatives over the next five years in priority areas (could include initiatives to promote equity in health, the environment, education, and social, criminal, economic and climate justice)
- Support research excellence through a coordinated planning approach that aligns the University Comprehensive Facilities and Land Use Plan, requests for state capital outlay support, philanthropic priorities/donor outreach and faculty recruitment
- Strengthen campuswide, interdisciplinary/transdisciplinary solutions to climate/environmental change
- Continue faculty hiring initiatives such as the Global Impact Initiative; use these resources to strengthen areas of excellence, build capacity to meet society's challenges and diversify our faculty
- Bring the MSU Arts Strategy to life, designing deliberate and substantive opportunities to bring the arts into active engagement with research across disciplines
- Nominate faculty to serve in leadership/advisory roles in key federal and state agencies

ARTS

MSU demonstrates excellence in its science, scholarship and creative endeavors, in the pursuit of knowledge to find solutions that improve the human condition. As we shape the engaged university of the 21st century, MSU has developed a coordinated Arts Strategy that recognizes the arts as “irreplaceable instruments of knowledge” and embeds them in the university’s academic mission. Bringing the strategy to life requires designing deliberate and substantive opportunities to integrate the arts into the research and teaching mission across disciplines. The comprehensive strategy includes curriculum development, collaborative grants, strategic social gatherings and support for student access to arts experiences. A key focus is developing a 21st-century arts corridor that expands on the innovative footprints of the Billman Music Pavilion and Eli and Edythe Broad Art Museum, designing world-class facilities to match our world-class arts faculty. Investing in the arts makes Michigan State stronger, builds community through a deepening sense of belonging and further establishes MSU as a destination for top faculty and graduate students.

Objective 2

Invest in research to advance partnerships that increase economic development and opportunity in our region and beyond and that helps us understand, shape and improve the future of work and the workforce

Strategies/Actions

- Engage in systems-level and multidisciplinary research to assess the societal implications of change brought about by the fourth industrial revolution, particularly in the labor market and fundamental nature of work
- Build upon Michigan’s history as the auto capital of the world, our proximity to leading industry partners and cross-campus expertise in engineering, business and social sciences to play a leading role in developing human-centric, multimodal mobility solutions for the 21st century
- Forge new partnerships with industry, health care, and local and national businesses to commercialize MSU inventions, enhance economic development and create internship and career opportunities for students through a robust ecosystem of start-ups, research institutes and commercial enterprises powered by an MSU Innovation Network spanning Grand Rapids, East Lansing, Detroit and beyond

Objective 3

Develop and implement new strategies to recruit and retain highly talented and more diverse student and faculty researchers and scholars across all disciplines

Strategies/Actions

- Expand partnerships with HBCUs, HSIs, tribal colleges and minority-serving institutions to recruit underrepresented faculty and students
- Incentivize development of new graduate-student-focused training programs
- Increase availability of research programs for high school and undergraduate students to enable every student who wants a research experience to have one while developing pathways to careers in research
- Systematically pursue honorifics, awards and recognition for faculty, students and postdoctoral research associates
- Achieve new recognition with highly prestigious external awards for at least 10 MSU faculty members by 2030 (e.g., National Academy of Sciences, National Academy of Engineering and National Academy of Medicine members; Guggenheim Fellows)

Discovery, Creativity and Innovation for Excellence and Global Impact: Illustrative Indicators/Metrics

- Total annual research expenditures to reach \$1 billion by 2030
- Total number of faculty in national academies and other distinguished academic societies (increase)
- QS World University Rankings $\frac{3}{4}$ U.S. universities, agriculture and forestry ranking (increase to top five globally)
- Faculty in leadership/advisory roles in key federal and state agencies (increase)
- Multidisciplinary research projects/initiatives/activity in global grand challenges priority areas (increase)
- Number of undergraduate students involved in research programs in multiple disciplines (increase)
- Training grant programs for graduate students (increase)

SUSTAINABLE HEALTH

Michigan State's approach to advancing health and excellence in health education has consistently focused on people, communities, partnerships and innovative thinking. These themes will continue as we aim to triple National Institutes of Health and Centers for Disease Control funding within five years.

The COVID-19 pandemic shone a bright light on inadequacies in our health care system, including those in preparedness and public health infrastructure, in our communication about health issues and particularly in the extraordinary disparities in outcomes between Black and white people in morbidity and mortality during the early phases of the outbreak. It also highlighted the critical role of research universities in addressing acute and long-term health issues through advances in clinical care, discoveries in basic and translational research and broad public health measures.

Michigan State University has created a national model for improving health and well-being in underserved communities with our groundbreaking Flint public health initiative and an innovative new way to couple medical education and research at our medical school campuses in Grand Rapids and Flint.

FLINT PUBLIC HEALTH INITIATIVE

MSU has an opportunity and responsibility to improve health and reduce health disparities as part of its commitment to working for a safer, healthier and more equitable future for all in Michigan and beyond.

In 2016, the university and long-standing partner Hurley Medical Center launched the MSU-Hurley Children's Hospital Pediatric Public Health Initiative to improve the health outcomes of Flint children and address the Flint community's population-wide crisis. This groundbreaking health initiative has become a national model for improving health and well-being in underserved communities and has developed an innovative way to couple medical education and research at our medical school campuses in Grand Rapids and Flint.

Through the MSU College of Human Medicine's nearly 50-year medical education collaboration with Hurley, paired with enduring community partnerships and a blend of federal grant funding, philanthropic support and hospital support from Hurley, McLaren-Flint and Ascension Genesys totaling more than \$50 million to fund sustainable interventions and bring public health researchers to Flint, MSU continues to work to ensure both a better today and tomorrow for the city and its people.

A key component of this dynamic model of research, education and service is developing programs that address needs expressed by the community and working with communities as full partners in the solutions. Our strategy of making greater contributions in sustainable health builds on this approach. This work is anchored in our land-grant mission and its history of extending the university to improve lives.

Our intention is to improve the health of Michigan's residents and reduce health disparities through delivery of cutting-edge clinical care, innovative public health initiatives and basic and translational biomedical research. As one example, only 38% of Michiganders with mental health concerns are receiving treatment, and more than half of individuals with substance abuse disease are not receiving treatment at all. To address issues around access and acceptance, we will use our community-based approaches, supported by investment and expertise in key areas such as education, nutrition, logistics and the social, behavioral and environmental sciences.

We also will seek like-minded clinical partners. Our new long-term partnership with Henry Ford Health System (HFHS) offers tremendous opportunity to improve health care in Michigan and reduce health disparities throughout the state. It spans all components of our health care mission, and, when fully realized, will bring the power of MSU's diverse multidisciplinary strengths into joint effort with HFHS's excellence and scale in health care delivery and biomedical research for maximum impact.

Sustainable health is a holistic state of physical, mental and social well-being, not merely the absence of disease or infirmity. Our work will be guided, informed and in partnership with the communities we seek to serve. We accept responsibility to form reciprocal relations with the populations we serve and from which we draw research data. We commit to listening to community needs and expectations as we strive to return resources to those communities in a shared mission to transform public health.

We commit to improving quality of life by addressing health and social determinants of health, from delivering cutting-edge clinical care to investing in public health and education initiatives to advancing basic and translational biomedical research.

Goal: Enhance quality of life for people everywhere by comprehensively leveraging expertise and research activity to improve health and the systems that affect health

Objective 1

Meet the physical and mental health needs of our students, faculty and staff

Strategies/Actions

- Prioritize improving the workplace environment, with an emphasis on developing a culture of caring as a significant factor in an individual's overall health
- Integrate and articulate health considerations into university decision- and policymaking
- Develop a model for comprehensive delivery of university health care services
- Be best in class in prevention, reporting and response to relationship violence and sexual misconduct, incorporating the recommendations of the RVSM Workgroup (recommendations may be found by visiting <https://msu.edu/ourcommitment/rvsm-workgroup/>)

Objective 2

Partner with communities and organizations to reduce health disparities (racial, ethnic, gender, rural-urban) in Michigan by 2030

Strategies/Actions

- Advance policies and interventions that eliminate structural racism in health care provided by MSU and our community partners

- Work with community and other partners to close the gap on social determinants of health for the state of Michigan
- Increase engagement and participation of historically underrepresented communities in clinical research by strengthening relationships and building trust

PARTNERSHIPS FOR INNOVATION

To accelerate progress toward the healthier future we envision, we must be entrepreneurial, adaptive and nimble, finding new ways to deliver education, conduct research and engage with communities and stakeholders across the globe. We have forged and will continue to pursue strong partnerships that support MSU's mission, align with our values and expand our reach.

The new Doug Meijer Medical Innovation Building in Grand Rapids, opening in late 2021, will drive innovation by connecting tenants in the public-private partnership. A new 30-year partnership with Henry Ford Health System integrates the strengths of MSU and HFHS to advance research, educate the next generation of health care leaders and create a new model of care that aims to eliminate disparities and lead to stronger, healthier communities. A top priority for the partnership is creating a joint cancer center to address Michigan's unique cancer needs. These educational, clinical and research partnerships, and many others, are vital to achieving our sustainable health goals by increasing our pace and amplifying our impact.

Objective 3

Engage the entire MSU campus in a comprehensive approach to improving health, leveraging expertise and elevating care, education and research activities

Strategies/Actions

- Promote the central role of the arts and education in sustainable health in fostering intellectual inquiry, openness to new ideas, understanding and inclusion
- Augment holistic wellness throughout life, including social determinants of health (e.g., economic well-being, education, environment, nutrition, social and community context, etc.)
- Increase animal welfare initiatives in agriculture and agricultural/aquacultural sustainable practices for responsible and reliable protein sources for a growing human population

Objective 4

Lead nationally in devising innovative educational pathways to careers in health, supplementing existing health and premedical majors and evolve curriculum to incorporate commitment to an inclusive and healthy society

Strategies/Actions

- Articulate 50 clear educational pathways to a career in health that help prospective students understand how to achieve their vision of a career in health
- Incorporate the importance of an inclusive and healthy society into the health curriculum
- Develop a leading health education model that melds elements/strengths from across health and related professions and uses expertise from our leadership in STEM education

Objective 5

Work with health and business partners across Michigan to ensure patients and families have access to equitable, high-quality, affordable and safe health care

Strategies/Actions

- Drive excellence and innovation in the next generation of education and research addressing health disparities and cancer care across Michigan's rural, urban and underserved communities
- Partner with communities, the state, universities and health care institutions to make addiction medicine and behavioral health accessible to all Michiganders
- Use public-private partnerships to hasten the pace of bringing health innovations to those in need, provide greater access to resources and opportunities for students, faculty and staff, and foster economic development in our region

Sustainable Health: Illustrative Indicators/Metrics

- Triple MSU NIH/CDC funding within five years
- Number of qualified human resource and employee assistance staff available to faculty, staff and students to support best practices in policies, procedures and accountability to maintain a safe and respectful working environment (increase)
- Use of campus mental health services relative to expected use given known incidence of anxiety and depression (increase)
- Partnerships with multiple institutions and state agencies to address disparities in infant and maternal mortality and in cancer incidence and mortality in Michigan (increase)
- Clinical trials meeting the target recruitment goal for underrepresented populations (increase)
- Percent of health care workers completing evidence-based anti-bias training (increase)
- Partnerships with the creative and theatrical arts in improving health and wellness of our campus, region and state (increase)

STEWARDSHIP AND SUSTAINABILITY

Michigan State is working toward climate neutrality by midcentury, doing our part to address the global climate crisis within our own community and on our own campus. On this journey, we aim to reduce greenhouse gas emissions by 50% from our 2010 baseline, eliminating 292,934 metric tons of CO₂.

To achieve our vision, we will be good stewards of resources and pursue initiatives in a manner that ensures our long-term sustainability and success. As we move into the next decade, with heightened competition for resources, declining federal and state support and concern about the cost of higher education, we must make focused and strategic use of our resources. We have a responsibility to use operational practices that reflect sound stewardship, efficiency and sustainability, while affirming that those efforts should not compromise the quality, safety or accessibility of our operations. We acknowledge also that we must do all we can within our means to deliver positive, supportive, engaging and enriching living, working, learning and recreational environments and experiences that our students, faculty and staff require to thrive and succeed and to continue to make MSU an attractive choice.

Our size and scope of activity are great strengths, but they can create operational silos that become barriers to the most effective deployment of resources. While respecting unique programmatic needs, we will leverage our collective institutional resources to support cross-institutional initiatives that advance our strategic priorities; reduce barriers to operational efficiency; and align the university's fiscal, physical, technological and human resources to support our pursuit of excellence, advance equity and amplify our impact. Engaged alumni, donors and friends are vital to our long-term sustainability. MSU is fortunate to have more than 1 million alumni, friends, corporations, foundations and organizations connected with the institution. These MSU ambassadors and supporters provide student internships and hire graduates, serve as guest speakers and advise on class projects, help recruit new students, serve their communities under the Spartan banner and advocate across the globe for issues important to our students and the future of higher education and leading research universities.

GREEN CAMPUS

MSU's 5,300-acre campus is the ideal laboratory for building a greener future. Our gold-rated sustainability efforts range from reducing carbon emissions and energy use in campus buildings and minimizing food waste in dining halls to generating power for our city-sized campus with the help of the largest solar carport array in North America. We also offer more than 600 courses incorporating sustainability into the curriculum or experiential learning.

Working toward the goal of achieving climate neutrality by 2050, we will continue making sustainability a critical part of campus culture as we work to maximize our impact while minimizing our footprint. Top-tier research universities have access to extraordinary resources and talent, making MSU the ideal place to research and collaborate on climate solutions, prepare tomorrow's environmental leaders and share knowledge to guide policy and inform the public. By integrating the work necessary to meet this goal into research and curricular opportunities, MSU also can create high-impact experiences for students and enhance student success.

Support from our alumni and friends is vital to staying at the forefront of excellence, and crucially, it increases access to an MSU education. Alumni affinity and pride helps amplify and spread the Spartan story, and engagement and volunteerism aids in student recruitment and enriches the educational experiences and professional prospects of students and graduates. Philanthropy endows professorships and funds student scholarships, supports state-of-the-art facilities and enhances programmatic strength across academic disciplines and in important areas including libraries, the arts and athletics. As we embark on implementation of the strategic plan, we will enhance opportunities for alumni and friends to meaningfully engage with MSU and help provide the margin of excellence that continually increases the value of holding an MSU degree.

For many, athletics is their first experience with MSU, and it is among the key drivers of alumni affinity with the university. Our visibility on the national stage through Spartan Athletics is an important part of the university's identity – and equity – that requires thoughtful stewardship in a changing landscape. We will engage in comprehensive planning for the athletics department to fully support the academic and athletic success of our student-athletes, optimize and enhance revenue generation and improve the fan and community experience.

The world is ever-changing, and the pace of today's change is exponential. To ensure a sustainable future and meet the needs of current and future students and stakeholders, we must continually and nimbly adapt and evolve, finding new ways to deliver education, conduct research and engage with communities and stakeholders across the globe. As a leading global research university, our boundaries extend beyond our main physical location

in East Lansing, Michigan, and beyond any physical boundary, as we operate in increasingly digital, connected, virtual environments. Our size and reach require us not only to consider our institution's long-term future, but also to actively lead the way in creating a sustainable, global future.

ENGAGED ALUMNI AND FRIENDS

Michigan State has created diverse opportunities for alumni and friends to meaningfully engage with the university, from helping to recruit new Spartans and serving as mentors and role models to providing internships and supporting MSU through financial investments at all levels. Continuing a rich tradition of investment in MSU, more than 250,000 alumni, friends and organizational donors gave more than \$1.8 billion in the university's most recent comprehensive campaign – Empower Extraordinary – including support to establish more than 100 new endowed faculty positions and more than 3,500 new scholarships. MSU is building on this momentum to increase philanthropic support. The university will plan and initiate its next campaign to advance MSU's margin of excellence in support of the pillars of its strategic plan with a focus on:

- Significantly increasing student success across diverse platforms
- Strengthening faculty academics and engagement
- Magnifying creative research outcomes for the betterment of our global society
- Intensifying programmatic impact with the exchange and exploration of new ideas

Although there is much work ahead, we begin with a strong foundation in place. Since the launch of a comprehensive energy transition plan in 2012, we have reduced greenhouse gas emissions by more than 30%, installed North America's largest solar carport array, been recognized by the U.S. Department of Energy's Better Building Program for achieving a 20% reduction in energy use in 20 million square feet of buildings and been recognized in the Times Higher Education 2021 Impact Rankings as a global leader in making progress toward the United Nations' Sustainable Development Goals. MSU is well positioned to lead, acting as a change agent to accelerate cross-sector climate response, serve as an important knowledge creator and convener, and educate the next generation of ethical and sustainability-conscious leaders.

Goal: Provide exemplary stewardship of institutional resources to foster the long-term sustainability of MSU and its high-quality education, research and outreach and engagement programs

Objective 1

Develop and implement a long-term, comprehensive financial model and budget process that aligns resources with strategic priorities; ensures university-wide effectiveness and efficiency; and sustains, expands and diversifies revenue sources

Strategies/Actions

- Transform the university's budgeting process using an "all funds" approach to provide a financial management framework to support strategic priorities. Create and use unit-level financial dashboards that provide up-to-date data to support strategic decision making
- Increase private support and launch the next comprehensive Capital Campaign
- Review and update the Spartan Athletics strategic plan in the context of the significant national evolution of collegiate athletics
- Pursue significant strategic external partnerships that support our mission, align with our values and expand our reach
- Integrate and streamline administrative systems and processes to gain efficiencies and improve the user experience
- Ensure ongoing examination of the portfolio of academic programs to best meet the evolving needs of prospective students and employers, expand our reach and diversify our student population

Objective 2

Create a new University Comprehensive Facilities and Land Use Plan that embeds diversity, equity and inclusion; faculty, staff and student success; and sustainable health in the physical environment of MSU's campuses and facilities

Strategies/Actions

- Incorporate multiple perspectives into the planning process, including consideration of the history of the land MSU occupies, tribal consultation around archeological sites and environmental impact reviews
- Ensure faculty, staff and students can live, work and learn in buildings and spaces that promote health and wellness, including incorporation of WELL building practices, proximal green space, and pedestrian and bicycle-friendly design
- Coordinate and integrate with frameworks and plans for utilities, mobility and preservation and management of open spaces
- Incorporate campus "district" plans, including collaboration/innovation zones throughout campus
- Plan for and construct/renovate high-priority facilities that support the MSU articulated priorities and values (e.g., multicultural center, recreational sports facilities, greenhouses, engineering facility)
- Ensure wayfinding is accessible for all users
- Enhance public art on campus and ensure it includes multiple modalities and diverse perspectives

Objective 3

Achieve climate neutrality by 2050 through technology innovation, fiscal stewardship and embedding sustainability into institutional culture

Strategies/Actions

- Develop an institutional Sustainability and Climate Action Plan using a four-pillar framework focused on Campus, Curriculum, Community and Culture
- Foster resource stewardship through application of Leadership in Environmental Design (LEED) principles, organically managed land, reducing greenhouse gas emissions, increasing sustainable source purchases, increasing campus-grown and/or locally sourced food and reducing transportation carbon footprint
- Expand sustainability teaching and learning opportunities through formal courses and cocurricular activities
- Expand sustainability research and innovation through inter- and intra-institution partnerships to address climate solutions
- Enhance sustainability outreach and engagement by expanding volunteer opportunities for faculty, staff and students in support of local, state, regional, national and global partnerships

Objective 4

Develop a Sustainable Information Technology (IT) Strategic Plan to power the academic enterprise, Spartan innovation and sustainable business operations through enhanced access to information, operational technologies and strategic infrastructure

Strategies/Actions

- Improve and enhance IT services and infrastructure to improve access and reliability, and enable greater avenues for innovation in teaching, research and scholarly activity
- Expand access to technologies such as artificial intelligence, machine learning and augmented and virtual reality to enhance learning, research, community engagement and MSU's reach
- Provide operational excellence by leveraging technology to provide informed decision making, reduce operating costs and optimize the capabilities of our teams

STEM FACILITIES

One of MSU's strengths as a Big Ten research institution is offering undergraduates unmatched academic experiences, and our newest academic facility delivers on this promise as well as on our commitment to sustainable growth.

In the past decade, enrolled credit hours in science, technology, engineering and math-related courses at MSU have increased nearly 40%. To accommodate this interest, MSU constructed the new STEM Teaching and Learning Facility, which repurposes the Shaw Lane Power Plant using sustainable wood construction to create a forward-looking and collaborative space that will meet the evolving needs of students and provide them with skills in high demand.

This facility, opened in fall 2021, added more than 100,000 square feet of teaching and laboratory space to meet the increased demand for STEM courses today and for years to come.

Objective 5

Ensure faculty, staff, students and community members have access to MSU and its resources to address current and emerging issues that affect Michigan and the world

Strategies/Actions

- Ensure faculty, staff and students have the tools and network connectivity needed to succeed in remote, virtual and/or hybrid modalities
- Increase access for persons with disabilities
- Expand learning and applied learning opportunities through programs like microinternships and stackable certificates
- Establish reciprocal opportunities for partnering with businesses and community organizations to enhance each other's work
- In partnership with Detroit stakeholders, identify and implement a strategic framework to guide education, scholarly and outreach activities in Detroit to promote advancement of social and economic impacts in the state's largest city

DEPARTMENT OF AFRICAN AMERICAN AND AFRICAN STUDIES

The Department of African American and African Studies (AAAS) in the College of Arts and Letters, established in 2019, exemplifies the university's commitment to build strength in areas that advance equity, ethics and social justice. AAAS, which began with a Ph.D. offering in 2002 and added a minor in 2014, today is developing a visionary new curriculum at both graduate and undergraduate levels, including a new undergraduate major.

Through strategic hiring, the department is building strength in gender and sexuality studies and Black feminist approaches – emphases often lacking at other institutions. The program is attracting top scholars in Black Cultures and Institutions, Black Girlhood Studies and Black Speculative Ecologies, positioning MSU as a leader in Black Studies and the department as an active change agent pursuing well-being for all Black people.

Stewardship and Sustainability: Illustrative Indicators/Metrics

- By 2030, reduce greenhouse gas emissions by 50% from 2010 baseline (cut by 292,934 metric tons of CO₂)
- By July 1, 2022, develop clear guidelines that align resources with strategic priorities
- Increase nontuition and nonstate appropriations revenue by 20% by 2026
- Complete the University Comprehensive Facilities and Land Use Plan by the end of 2022
- Achieve platinum ranking in the Sustainability Tracking Assessment and Rating System (STARS) by 2030
- Achieve top 100 Times Higher Education Global Impact ranking by 2030
- Enterprise-level resources from the SMART campus technologies sector (increase)
- Colleges with outreach and engagement and engaged scholarship integrated into college unit missions and strategic plans (100% by 2025)

DIVERSITY, EQUITY AND INCLUSION

Michigan State is dedicated to providing opportunity through education and building the future of Michigan and the nation with the talent and contributions of individuals from all backgrounds and communities. We will advance equity by eliminating race and ethnicity opportunity gaps across all subgroups of students by 2030.

Michigan State has long been an innovator and leader in the work of diversity, equity and inclusion. In 1870, women enrolled for the first time in the then-named Michigan Agricultural College, and in 1904, the first known Black student graduated. During John Hannah's long presidency, civil rights became one of MSU's key initiatives, and Hannah served as the first

chair of the U.S. Commission on Civil Rights under President Eisenhower. Michigan State's work to remove barriers helped change norms and create opportunity.

The university's many efforts in more recent decades have been extensive and multifaceted as it has evolved to meet the needs of an increasingly diverse campus community. These included creating the precursor to the Resource Center for Persons with Disabilities and extending in-state tuition to migrant students in the early 1970s, establishing the Native American Institute in the early 1980s and creating the Julian Samora Research Institute in 1989 to serve the needs of Latinx communities. More about Michigan State's inclusive outreach and programmatic initiatives is available on the Office for Inclusion and Intercultural Initiatives website at <https://inclusion.msu.edu/>.

MSU's long-standing commitment to DEI is reflected in numerous policies, programs, initiatives and practices led by units across campus. A decentralized approach has produced a variety of strong efforts and exceptional creativity, but also has reduced MSU's ability to optimize and scale success. The institutional DEI planning process completed in parallel with university strategic planning provided an opportunity to review and improve MSU's approach. The DEI Steering Committee and its benchmarking task group identified central planning with local execution, combined with central progress tracking, as a best practice for research-intensive institutions. MSU's DEI plan, comprising four primary themes, serves as a framework to be further articulated and put into practice by the university's academic and administrative units. The plan, which includes Michigan State University's definitions of diversity, equity and inclusion, is available on the Office of the President's website at <https://president.msu.edu/initiatives/dei-plan/dei-report-and-plan.html>.

The MSU strategic plan does not seek to duplicate the DEI plan – nor does it compete with it. It serves to amplify, elevate and leverage elements from the DEI plan that can help transform our university and ensure more equitable outcomes for all. A focus on DEI is so vital to our collective future that it serves as both a stand-alone theme within the strategic plan and is embedded throughout all other themes.

The strategic plan's DEI theme emphasizes the DEI plan's "Diversity" theme. Simply stated, we cannot serve a diverse local, national and global society if our community does not reflect that diversity and support the success of its members in an inclusive and equitable way. Further, the strategic plan brings forward elements that promote diversity, equity and inclusion across MSU's core missions.

Goal: Become a national leader in increasing diversity, promoting inclusion, ensuring equity and eliminating disparities on our campus and beyond

Objective 1

Recruit and support the success of a more diverse student body: Recruit, retain and graduate a diverse student body and eliminate disparities in MSU's graduation rates

Strategies/Actions

- Expand precollege and pathway programs with the goal of supporting underrepresented, first-generation, Pell-Grant-eligible and economically disadvantaged students
- Create early-start programs with the goal of supporting low-income, first-generation and historically underrepresented first-year students
- Create specialized academic support services, one-credit courses and learning communities to provide students with additional assistance
- Increase the number of advisers to address the needs of students at high risk of attrition and do outreach to students who have stopped progress toward their degrees (particularly those with low numbers of courses necessary to complete their degrees)
- Expand the number of graduate student fellowships with the goal to recruit and retain students whose enrollment will enhance diversity and academic excellence

DIVERSITY RESEARCH NETWORK

Launched in 2016, the Diversity Research Network (DRN) connects faculty of color and diversity scholars to create scholarly communities and promote new interdisciplinary collaborations. The DRN is a support resource intended to enhance research productivity, grant and publication output and collaborative research and mentorship opportunities. DRN creates a community where members enjoy promotion of their excellence, increased inclusion through cross-campus mentorships, increased visibility of their research and other opportunities for engagement.

The DRN Accountability Partnership Program provides opportunities to engage in a supportive partnership that helps researchers and scholars reach their goals, while the DRN Launch Awards have provided funding to faculty of color and diversity scholars 27 times since 2017, aiding scholars in launching new research through pilot study, creative projects of scholarly merit or the enhancement of a measure or technique.

MSU will build on initiatives like the Diversity Research Network, supporting the success and visibility of diverse scholars to help us to reach our goal of becoming a national leader in increasing diversity, promoting inclusion, ensuring equity and eliminating disparities.

Objective 2

Dramatically increase MSU faculty who make significant contributions to advancing social justice and ethics, ensuring equity, addressing disparities and empowering communities through scholarship and engaged research

Strategies/Actions

- Develop and implement within five years an initiative similar in scale and scope to MSU's Global Impact Initiative (an effort to hire approximately 100 faculty in seven priority areas to address global challenges through research) to bring to MSU tenure-system faculty whose focus is in areas of equity, social justice, racial disparities, underrepresented populations or related areas of study
- Pursue thematic or cluster hires in colleges and departments to enhance innovation in teaching, learning, research and service and improve the overall satisfaction and experience of students and faculty
- Incorporate DEI best practices into all college and department recruitment and retention processes
- Create college-level programs to support transition of postdoctoral research associates from historically underrepresented groups and diverse backgrounds into tenure-system positions
- Develop mentorship and early-career support programs to improve retention of faculty from historically underrepresented groups

Objective 3

Recruit, retain and expand career development for staff from diverse backgrounds

Strategies/Actions

- Create staff diversity hiring toolkits, providing supervisors and managers with resources to effectively incorporate DEI recruitment and retention principles
- Develop a staff diversity program to help ensure diversity throughout the campus at all levels of employment, foster an inclusive work environment with a welcoming climate and link staff diversity efforts to efforts of the broader MSU community
- Assess engagement with DEI efforts and effectiveness of strategies through regular climate surveys

Objective 4

Provide a world-class academic environment that integrates DEI in teaching, research and service

Strategies/Actions

- Establish a teaching and learning center that specializes in and deepens understanding of DEI in teaching, learning and outreach, creating opportunities for all university stakeholders and delivering programs that enhance the ability of faculty, staff, students, alumni and community members to engage with diverse people and communities
- Update curricula by infusing DEI components throughout degree programs, minor programs and general education courses
- Offer seed grants and strategic investment funding for research on DEI-related topics
- Recognize faculty accomplishments in DEI, including prestigious professorships associated with DEI work and awards for research, teaching and service

Objective 5

Increase proactive engagement with historically underrepresented and underserved communities based on partnerships informed by shared goals and mutual learning

Strategies/Actions

- Increase services and programs provided through MSU Extension and Office of Outreach and Engagement in support of historically underrepresented and underserved communities
- Encourage colleges with existing outreach and engagement activities to further incorporate DEI into planning and activities, and deepen our partnerships with communities based on mutual commitment to shared goals
- Increase participation of undergraduate students representing diverse identities and backgrounds in community-engaged learning experiences
- Provide annual reports to campus on connections developed with historically underrepresented and underserved communities and on the success of programs dedicated to engaging with communities to respond to concerns they express

Diversity, Equity and Inclusion: Illustrative Indicators/Metrics

- Eliminate race and ethnicity opportunity gaps across all subgroups of students by 2030
- Recruitment and retention of students from diverse backgrounds (increase)
- Undergraduate student population that reflects the composition of high school graduates in Michigan
- University sponsorship of and faculty contributions to scholarship in leading journals publishing research related to historically underrepresented populations, social inequities, social justice and/or racial disparities (and related areas) (increase)
- Recruitment and retention of faculty from diverse and historically underrepresented backgrounds (increase)
- Recruitment and retention of academic and nonacademic staff from diverse and historically underrepresented backgrounds (increase)
- Academic and nonacademic staff who have received training in DEI best practices in higher education (increase)
- Teaching and Learning Center fully operational by 2025
- Percent of courses including DEI values/topics in syllabus (increase)

HOW WE WORKED

PLAN DEVELOPMENT PROCESS

On Jan. 6, 2020, President Samuel L. Stanley Jr., M.D., charged co-chairs Vennie Gore and Joseph Salem and an 18-person committee comprising administrators, faculty, staff and students to engage in a strategic planning process for the university. The Strategic Planning Steering Committee was asked to examine the current state of MSU to identify themes, strengths and opportunities across campus as well to understand the changing landscape for higher education in the 21st century and overall environment for publicly funded, research-intensive institutions.

The SPSC was asked to facilitate an open and inclusive process to address questions about how to position MSU as a model next-generation land-grant institution; leverage our collective resources to anticipate evolving societal needs and establish cross-institutional priorities and initiatives; and consider the impact of the fourth industrial revolution and new economy on research, instruction and outreach.

The SPSC met weekly or biweekly for 18 months, including several joint meetings with the Diversity Equity and Inclusion Steering Committee, which was charged with simultaneously developing the university's first comprehensive DEI strategic plan. The SPSC co-chairs also met regularly with the co-chairs of the DEI and RVSM planning committees to foster collaboration and ensure coordination across the efforts.

During spring 2020, the SPSC reflected on the university's mission and focused on institutional core values, engaging in deep discussion and gathering input from the MSU community.

In March 2020, 106 faculty, staff, administrators, students and trustees attended a leadership retreat to complete an analysis of MSU's strengths, weaknesses, opportunities and threats, and develop observations on 18 topical areas to inform planning. (For a full report from the retreat, visit <https://president.msu.edu/initiatives/strategic-plan/leadership-retreat.html>). Further engagement with community stakeholders during spring 2020 was paused with the onset of the COVID-19 pandemic. Indeed, COVID-19 became an additional consideration as we envisioned the university in the aftermath of the pandemic and post-pandemic recovery.

During late spring through fall 2020, an environmental scan covered trends in higher education; MSU benchmarks; the university's long-term financial picture; external perceptions of MSU; diversity, equity and inclusion; student success and enrollment management; research activities; MSU Extension and outreach; and international activities.

In summer 2020, the SPSC focused in-depth inquiry in four areas: values, the optimal scope and scale of MSU, online learning and institutional resources. A fifth focused inquiry group formed in spring 2021 examined how MSU should frame and articulate its land-grant history

and mission in alignment with its values. (For focused inquiry group reports, visit <https://president.msu.edu/initiatives/strategic-plan/focused-inquiry/index.html>). From October through December 2020, through online feedback forms and 28 live engagement sessions, the SPSC gathered input from 220 faculty, 350 staff, 120 students and 65 alumni about a draft set of values and how they might shape the future of MSU.

In December 2020, five groups used the various inputs and materials to generate framing documents in the areas of undergraduate education, graduate education, research, external/community engagement and internal operations. In January 2021, SPSC members used these framing documents to develop an initial articulation of strategic themes. In February and March 2021, subcommittees formed around six strategic themes worked to further refine the themes and articulate preliminary goals, potential actions and illustrative metrics. The documents they produced were forwarded to the writing team for use in producing a discussion draft for circulation to university leaders and trustees. Through a series of discussion sessions, the draft also was shared with some of Michigan State's most successful, generous and engaged alumni from across the country, most of whom are actively leading corporations that represent a variety of sectors. The final plan, reflecting input and refinements from many facets of the Spartan community, was finalized and endorsed by the Board of Trustees in September 2021.

VALUES DEVELOPMENT

Michigan State's values were identified and defined through an inclusive, participatory process. During 2019-20, each of the separately charged presidential strategic planning initiatives created opportunities for broad-based engagement with students, faculty, staff and alumni to gather input about values that should guide institutional planning. The groups also reviewed historical and current institutional documents, such as prior strategic plans and their value statements. All input was eventually integrated by a cross-initiative committee to create a single set of values for presentation to the president and Board of Trustees for review and discussion. MSU's values have been endorsed by the Board of Trustees, President Stanley and the university's leadership team.

A COLLABORATIVE AND COMMUNITY EFFORT

An incredible number of people contributed to the development of this plan, from students, faculty and staff to parents, donors, community members and friends who took the time to provide input online or participate in a virtual engagement session. We are particularly grateful for the engagement of senior leaders and the Board of Trustees. We extend thanks and appreciation to all contributors and participants. Your engagement makes this plan our plan. With special appreciation, we acknowledge the contributions of those listed below.

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MSU 2030

EMPOWERING EXCELLENCE,
ADVANCING EQUITY
and EXPANDING IMPACT

The strategic plan was unanimously endorsed and supported
by the Board of Trustees at its September 2021 meeting.

Dianne Byrum, Chair

Melanie Foster, Trustee

Dan Kelly, Vice Chair

Renee Knake Jefferson, Trustee

Pat O'Keefe, Trustee

Brianna T. Scott, Trustee

Kelly Tebay, Trustee

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