



MSU 2030

EMPOWERING EXCELLENCE,
ADVANCING EQUITY
and EXPANDING IMPACT

STRATEGIC PLAN IMPLEMENTATION UPDATE

JUNE 2022



MICHIGAN STATE
UNIVERSITY



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I am pleased to share the first update on Michigan State University's strategic plan, MSU 2030 and our excellent progress in expanding opportunity, advancing equity and elevating our excellence and impact.

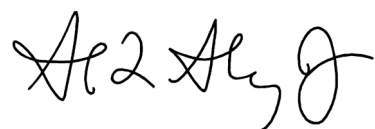
Since the plan's release last fall, executive sponsors for its six core themes have advanced implementation through dedicated work groups and broader efforts. Across the university, units and colleges have worked diligently to solicit community feedback and use MSU 2030's core themes to shape their own planning.

Within the provost's portfolio, academic strategic planning implementation has engaged hundreds of individuals in summits and work sessions. Meanwhile, conversations spanning administrative and academic units have set the stage for MSU to further advance sustainable health and build on momentum created by our partnership with Henry Ford Health and others. And MSU's administrative services group has continued its inclusive planning, seeking input about how our facilities and land use can strengthen equity, community health and support systems.

Though we are in the early stages of implementation, our vision of the strategic plan as a framework for collective and collaborative work is already paying dividends. We are aligning around critical initiatives to advance our priorities and making important choices about where to invest effort and resources.

We are beginning to see significant achievements in the direction of our goals. More important, we are planting the seeds for tomorrow's accomplishments. I look forward to continuing to work alongside you, our community and all our partners as we move forward in our journey to strengthen this great university and its ability to empower excellence, advance equity and expand impact.

Sincerely,



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



OUR PROCESS

Following endorsement of the strategic plan by the MSU Board of Trustees in September 2021, President Samuel L. Stanley Jr., M.D., charged a 15-member [Strategic Planning Implementation Steering Committee](#) (SPISC), including seven leaders named as executive sponsors, with ensuring progress across all themes. With an eight-year plan and substantive goals, we've committed to an implementation approach that is phased, integrated and engaged. [Work groups](#) appointed by the sponsors are prioritizing efforts and developing detailed metrics to share with the university community in fall 2022, continuing the commitment to an inclusive process that benefits from many perspectives.

OUR PROGRESS



STUDENT SUCCESS

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

KEY METRICS

TARGET	CURRENT PERFORMANCE
HIGH GRADUATION RATE	Michigan State University is committed to providing more students with access to excellence. Today, MSU's combination of high admission rate and high graduation rate is unparalleled in the Big Ten and among Michigan colleges and universities. MSU's six-year graduation rate for first-time, full-time students is a record-high 82%, rising five percentage points over the last seven years. By 2030, we will increase our six-year graduation rate to 86% and become an even more accessible institution by creating new pathways to educational opportunities.
STRONG STUDENT OUTCOMES	Ninety-four percent of Spartans earning a bachelor's degree go on to work or continue their education within six months of graduation. The median starting salary is \$55,000 and more than 75% of undergraduates complete an internship.
DIVERSE GRADUATE ENROLLMENT IN PROGRAMS OF EXCELLENCE	MSU is working to steadily diversify enrollment across its numerous graduate programs, better reflecting the population of Michigan and the nation; provide equitable access to high-quality graduate education; and ensure the diversity of talent needed in the 21st century. We are further developing support mechanisms for the recruitment, retention, professional and career development, and well-being of graduate students from a variety of backgrounds as we build the reputation of our high-quality programs. The university aims to increase the number of graduate programs consistently ranked in the top 10 and 25 in U.S. News & World Report, building from 19 in the top 10 and 28 in the top 25 today to 25 and 35 at those levels, respectively, by 2030.

KEY INITIATIVES

FIRST-GENERATION COLLEGE STUDENTS



The First-Generation College Student Initiative aims to inspire first-generation college students to persist and graduate by eliminating barriers and providing high-impact learning experiences along with ongoing student development. The program will serve students in their first and second years at MSU and will target 50 students for an inaugural cohort. Scholarship funds will be provided to students during their time in the program as well as wraparound services such as professional coaching and advising, peer support and programming that nurtures a sense of belonging. A

new coordinator will lead this initiative with a focus on meeting the various needs of MSU's diverse and intersectional population of first-generation students. Launching summer 2022, the program will become a leading space for work that closes opportunity gaps while elevating the voices and needs of MSU's first-generation students.

INCLUSIVE CAMPUS



The Inclusive Campus Initiative promotes diversity, equity and inclusion and a sense of belonging to support student success. Historically excluded, minoritized and first-generation students often have challenges navigating the university to gain access to resources for educational attainment. Informed by dialogue between administrators and students from diverse backgrounds, this initiative focuses on outreach, community building, tailored programming, policies and connecting various offices and departments in the student success ecosystem. The student experience is centered in this initiative to foster persistence and

graduation. The initiative will complement classroom efforts to close opportunity gaps.

STRENGTHENING ADVISING



The first two years are a critical time for students to develop the skills required to successfully navigate MSU and develop their purposes and passions. Advisors play an essential role in these areas, and MSU is strengthening advising through restructuring and added resources. This work will result in an advising community that can equitably meet students' diverse needs, support their migration between majors/minors and colleges, help them persist to the second and third years, and encourage deep investment in their chosen majors. We will add dozens of advisors specifically to support students in the first

and second years, substantially improving our ability to offer the inclusive and holistic support students need to learn, thrive and graduate.

STUDENT HEALTH AND WELL-BEING



Student health and well-being are essential to student success. This initiative takes a comprehensive approach to mental and physical health by introducing a new telehealth partner and significantly enhancing and expanding student recreation facilities. Already, as part of the Campus Health and Well-being Comprehensive Plan, new turf grass fields at Service Road will increase the amount of time students can play intramural and club turf sports, and the planned state-of-the-art sports and well-being center replacing IM West will provide the next dramatic enhancement.

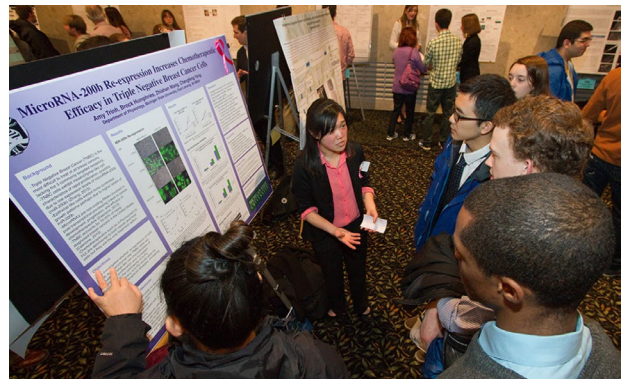
SPOTLIGHT

At Michigan State University, we believe every student we admit can graduate. Here, Student Success is far more than a euphemism for getting students to graduation; rather, it's "Success for Students," a measure of institutional ability to provide an inclusive and equitable curriculum, climate and associated academic, social, wellness and financial support so all students can learn, thrive, persist and graduate. Here are just a few examples of what we're doing today to make sure MSU measures up to the challenge of empowering students and creating pathways to success.



ENVISION GREEN

Michigan State University and Lansing Community College are working together through a partnership that improves access to a four-year degree, increases student success and helps ensure future talent to meet the needs of the mid-Michigan economy. [Envision Green](#) provides a seamless transition from LCC to MSU by embedding MSU advisors within LCC to guide students through an educational journey that includes continuing their education at MSU – a transition more than 5,500 LCC students have made over the last decade. Through this initiative, prospective LCC students can consider MSU from the beginning of their higher education journey. The affordability of the LCC-to-MSU path means a four-year-degree is an option for more people in the region – crucial for building and retaining an educated workforce in Michigan.



PATHWAY TO RESEARCH

Through a combination of programming and tailored one-to-one peer advising, this [innovative program](#) sponsored by the Undergraduate Research and Creative Activity (URCA) Office guides students in finding and securing research positions. While the program is open to all students with no restrictions other than capacity, the URCA Office makes an intentional effort to recruit and include students from historically excluded and minoritized backgrounds. The program launched in summer 2021, and outcomes for its first cohort include the following: 54% of participants were first- and second-year students; 48% were from historically excluded and minoritized groups and 80 students secured research positions. Eight Pathways to Research students presented at University Undergraduate Research and Arts Forum 2022, with four winning awards. A second Pathway to Research cohort started in May.



STAFF AND FACULTY SUCCESS

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.

KEY METRICS

TARGET

GROWTH IN HIGHLY PRESTIGIOUS AWARDS

MORE NATIONAL ACADEMY MEMBERS

CURRENT PERFORMANCE

MSU is creating an environment in which excellence and opportunity thrive. We will grow the number of highly prestigious awards received by faculty and academic staff, achieving a 15% increase by 2030 and moving our numbers from 56 (2021) to 64.

As part of the overall goal to increase prestigious awards, we will systematically elevate our number of national academies members across arts and sciences, engineering, education, medicine and science, increasing from 25 members today to at least 29 members by 2030. Our recent gains have been steady, with four new members since 2017.

KEY INITIATIVES

HONORIFICS



The Office of Faculty and Academic Staff Development is partnering with college academic leaders, faculty and others to build a comprehensive strategy to increase recognition of the outstanding accomplishments, achievements and contributions of MSU's exceptional researchers, educators and community members. Such recognition elevates the stature of the university's intellectual work to national and global prominence and fosters a community of scholars with high standards and aspirations. A new honorifics coordinator, named in May 2022, will accelerate work to build internal and external engagement with award and recognition processes and improve coordination

to assist academic leaders in intentionally nominating faculty and academic staff eligible for prestigious awards and recognitions. Our focus is on nurturing cross-functional collaborations and partnerships that will deliver avenues for growth and recognition of the outstanding accomplishments of members of the MSU community. We will regularly assess progress in our ability to collectively recognize the culture of excellence embedded in the university's strategic plan and DEI Strategic Report and Plan, and will celebrate [honorifics](#) on a dedicated website.

CAREGIVER SUPPORT



While the university anticipates policy at the national level to address caregiver needs, under President Stanley's leadership Michigan State has committed to creating a university-wide, nationally recognized caregiver program to address the diverse needs of faculty and staff to support their success and well-being. A committee convened by MSU Human Resources and the Office for Faculty and Academic Staff Affairs is exploring current caregiving services, practices, standards and campus community needs. The committee will make a recommendation to the president addressing areas of opportunity and

potential solutions reflective of the range of needs identified. The committee will continue to develop additional long-term, sustainable goals and programs incorporating feedback gathered from a survey of the campus community.

A WORKPLACE OF CHOICE



Over the past two years, MSU, like most other institutions, has had to make significant changes to how employees work and stay connected. By establishing flexible and blended working options, such as remote work, the university has broadened access to diverse and exemplary talent, helping to establish MSU as a workplace of choice and a desirable place to stay. MSU's new policies for remote work set expectations and provide clarity around the university's remote work protocols. As the university adopts and adapts to the new policies, MSU HR is working with units to guide the implementation process, including training and

adaptation to reflect each unit's workforce. As we look forward, the flexibility afforded to units by these policies will position MSU to pursue its vision of excellence for impact by competing for the best and most diverse talent aligned with its mission.

ACADEMIC STRATEGIC PLANNING IMPLEMENTATION



The Office of the Provost is committed to fostering a welcoming culture and climate as it conducts effective and transformational academic strategic planning implementation. Participation in the process will greatly shape and influence the work and learning outcomes of MSU faculty, staff and students. To that end, we are interested in the ideas of our broader community and have designed a process soliciting input and facilitating collaboration across the entirety of the provost's office purview, including all colleges and reporting units and all faculty and staff within. People are invited to participate according to their time availability and interests. To date, multiple summits have yielded many strong ideas. The Academic Strategic Planning Implementation Team synthesized patterns into interest areas

aligned with the six core themes of the university strategic plan. [Formal proposals](#) were developed and submitted within these areas. A proposal review committee is scoring and making recommendations for the provost, who will make final selections. Through this transparent and inclusive process, we hope to gain further momentum across the Office of the Provost in how we move MSU into the future.

SPOTLIGHT

Creating an environment in which excellence and opportunity thrive helps to attract and retain great people, who are the heart of Michigan State University. MSU 2030 promises to create conditions where staff and faculty can do their best work, individually and collectively. Below are examples of progress toward creating a workplace of choice for people determined to make a difference.



STRATEGIC LEADERSHIP FOR HUMAN RESOURCES

MSU established a vice president of human resources/chief human resources officer position in fall 2021 and filled the position June 1, 2022, to reflect the strategic role MSU Human Resources plays in contributing to student as well as employee success. Supporting a culture where excellence and opportunity thrive, the VPCHRO will lead MSU's human capital agenda and all aspects of the human resources portfolio for non-academic staff, including advising the president's cabinet on matters related to human resources. In addition, this strategic leader will work collaboratively across campus to integrate high-quality human resources services throughout the university, ensuring that MSU continues to attract, retain and develop the most diverse and exemplary employee population to achieve the university's mission.

Know
Do
Support

MORE

KNOW MORE SURVEY AND CAMPAIGN

Creating an environment at Michigan State University where staff, faculty and students thrive includes building a culture of trust, safety and respect. The Know More campuswide survey is conducted to understand the culture, perceptions and policies associated with relationship violence, sexual misconduct and workplace incivility. The results help MSU Do More by taking meaningful actions based on feedback from our community. The Support More initiative is a cornerstone of the university's action. It was created to help transform the university's culture as it relates to instances of relationship violence, sexual assault or abuse, sexual harassment and stalking. It focuses on providing guidance on how to respond to disclosures in a manner that is helpful to survivors as well as promoting the availability of related campus resources and services.



INNOVATION FOR GLOBAL IMPACT

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

KEY METRICS

TARGET

\$1B IN RESEARCH EXPENDITURES

HIGHER PROPOSAL SUBMISSIONS

CORPORATE SPONSORED RESEARCH GROWTH

CURRENT PERFORMANCE

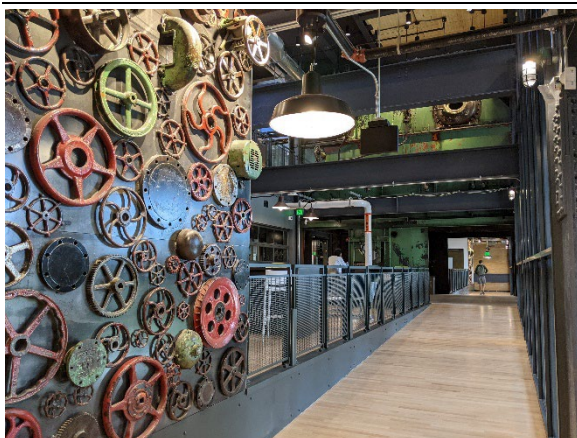
MSU recognized \$710M in research expenditures according to the latest data submitted to the NSF Higher Education Research and Development survey for FY2021. Research and development expenditures, or funds spent to conduct research, are the most frequently cited and consistent data for comparing research levels among colleges and universities. This data is reported annually through the NSF Higher Education Research and Development (HERD) survey and is an important measure of growth.

Proposals submitted are a leading indicator of future research expenditures. Research faculty submitted 3,868 proposals in FY2021. Growth both in number of proposals submitted and in size/scope of resulting awards will contribute to reaching our 2030 goal.

MSU is forging new partnerships with business and industry that spur innovation and enhance economic development. Sponsored research from industry sources was \$11M in FY2021, a number the university intends to increase as it diversifies sources of research support.

KEY INITIATIVES

STEAMPOWER PROJECT: AN ARTS & STEM COLLABORATIVE



To initiate the research pillar of MSU’s Arts Strategy, fall 2022 will see the launch of a new program in which visiting artists-in-residence, leading MSU researchers and artists, and graduate students across disciplines collaborate to address important global challenges, sparking new research and modes of cross-disciplinary learning. Collaborators and design teams will come together on the fourth floor of the STEM Teaching and Learning Building, connecting with the building’s goal to spur curricular innovation and high-quality teaching, learning and research. Outcomes of this ongoing project will be to:

- Challenge faculty and artists to create novel broader impacts for research and experiential learning
- Prepare undergraduates to address future problems through cross-disciplinary courses/curriculum and project-based interdisciplinary learning
- Support graduate student success through integration into cross-disciplinary learning teams and methods of research and teaching, preparing them to be the next generation of transformative teachers and researchers

- Provide public programming that engages local communities in exploring questions from multiple disciplinary perspectives and connects them to the inquiry of artists, researchers, faculty and students

SOLVING BIG PROBLEMS TOGETHER THROUGH TRANSDISCIPLINARY RESEARCH



The depth and breadth of research at Michigan State, along with low barriers to collaboration, positions the institution to provide unique transdisciplinary solutions to society's most urgent challenges. Through a series of campus convenings, we are bringing thought leaders together to develop ideas for new, crosscutting research projects. Once identified, these projects will receive a full suite of support from the Office of Research and Innovation, to include seed funding, grant proposal assistance and more to bring projects to fruition. In April 2022, the first such convening around climate change was held with 160

faculty, staff and students representing every college on campus and engaging many deans, the president and the provost. Smaller networking events are planned to further develop ideas and support research teams working toward proposals. The university strategic plan research implementation work group will help prioritize themes for future convenings.

CORPORATE PARTNERSHIPS SUPPORT MICHIGAN'S ECONOMY



Academia and industry working together is a powerful model for bringing new technologies to market and driving local, regional and global economies. A premier example is the additive manufacturing and 3-D printing research being conducted at the Scale-up Research Facility (SuRF) in Detroit. SuRF was established with funding from the Michigan Economic Development Corporation and Department of Energy through the Institute for Advanced Composite Manufacturing Innovation. Last fall, BASF joined the facility and established its Applications Technology Center within the SuRF space. MSU's collaboration with BASF will result in significant advances in additive manufacturing,

new workforce development opportunities and sustainable economic growth. MSU will increase connection to industry and accelerate opportunities for corporate research and development by growing capacity in Business Connect and alignment with University Advancement.

DEVELOPING TALENT FOR A DIVERSE AMERICA



Difficult problems require critical and diverse thinking, and we are broadening participation by seeking out and inviting scholars from different backgrounds to join our community. Leveraging the themes of outreach and partnership, our faculty are working with colleagues at other institutions, not only on collaborative research, but to form academic agreements and pathways to graduate programs. In the past year, MSU and Spelman College, a historically Black college for women in Atlanta, created a new program for data science, one of the fastest growing fields in the country. Through support from NSF and a

Sloan Foundation grant, MSU faculty will bring Spelman's faculty to campus to work together on data science, helping them to integrate it into their scholarship and teaching, and bringing new, diverse voices to the data science community. This project, led by Andrew Christlieb, MSU Foundation Professor of Mathematics and Professor of Computational Mathematics, Science and Engineering, will be used as a model program for new partnerships. Other research opportunities for underrepresented students include the summer Research Experience for Undergraduates (REU) program at the Kellogg Biological Center and the PREP and ENDURE postbaccalaureate programs that continue to increase diversity and graduate student enrollment.

INVESTING IN FUTURE RESEARCH EXCELLENCE



From our early days developing hybrid corn to cutting-edge research in drought- and pest-resistant plants, MSU has been a global leader in plant and agricultural sciences. Maintaining our leadership position in plant science requires us to look over the horizon for the next great opportunity. The Plant Science Excellence Committee, a cross-campus planning group initiated in 1998 and now in its fourth iteration, was engaged over the past year to develop a list of priorities to extend our capabilities and reputation. Research conducted in the MSU greenhouse facilities supports every commodity group in Michigan agriculture, and the committee's

report confirmed the need for updated greenhouse and growth chamber facilities to expand our impact. Collaborating with both the Infrastructure Planning and Facilities team and the Real Estate and Capital Planning team, faculty groups are contributing to the campus comprehensive planning effort by systematically addressing the most important research infrastructure needs across campus.

ETHICS AT THE CORE

Working Framework With Tentative Titles



Through generous donor support and with leadership across campus, the university is working to establish an MSU Ethics Institute and become a global leader in ethical theory and practice. The purpose of the institute is to strengthen teaching, research, experiential learning and co-curricular activities for students, staff and faculty around the theory and practice of ethics; to prepare MSU students for ethical decision making and as leaders ready to face emerging ethical challenges of their times; to foster sound norms of ethical reasoning and civic discussion within and beyond the university; to enhance ethical theory through applied practice and to enrich practice in dialogue with leading-edge ethical theory; and to support communities (local, regional and global) in

addressing pressing and important local and global ethical issues. Goals include being a catalyst for research in ethical theory and applied practice; providing transformative learning experiences for students to discover values that will shape their lives; nurturing an understanding of ethical challenges across the globe through the study, teaching and practice of ethics; and advancing community-engaged activities that bring ethics intentionally into public life. A coordinator for the initiative has been hired to lead and communicate the MSU Ethics Institute’s vision, and a [website](#) provides information about the initiative.

SPOTLIGHT

MSU is pursuing excellence in service to the common good, generating new knowledge and applying it in practical ways to address complex societal problems. Recent milestones achieved – in some cases after years of planning and investment – will accelerate our progress in many critical areas.



FRIB OPENS ITS DOORS TO DISCOVERY



LONG-TERM EFFORT YIELDS \$13.5M NIH PROGRAM PROJECT GRANT



\$19.5M FOR REGENERATIVE AG CENTER

Michigan State University's [Facility for Rare Isotope Beams](#) (FRIB), a \$730M user facility for the U.S. Department of Energy Office of Science, opened its doors to discovery with a ribbon-cutting ceremony in May 2022. This milestone comes after more than a decade of planning and construction.

FRIB houses the world's most powerful heavy-ion accelerator, allowing researchers to access more than 1,000 new rare isotopes, many never before produced on Earth. Supporting a community of 1,600 scientists from around the world and employing more than 300 MSU students, FRIB enables scientists to make discoveries about the fundamental forces of nature, while advancing innovation in medicine, nuclear security, environmental science and more.

MSU's [National Superconducting Cyclotron Laboratory](#), a [National Science Foundation](#) user facility, and its predecessors had led the field of nuclear physics for more than 50 years at MSU. The value of sustained programmatic investment is clear as FRIB builds on NSCL's long-term success and positions MSU as a worldwide leader for the next generation of nuclear scientists.

Stephanie Watts, professor in pharmacology and toxicology, and a leading researcher in the field of vascular research, was awarded a prestigious Program Project Grant, only the third ever such award for MSU.

Watts led an interdisciplinary team to pull together a successful application – a feat requiring more than four years of intensive work. The group had conducted pilot research with internal funding support and published seminal results before submitting its final proposal. In December 2021, the team received notification of a five-year, \$13.5M Program Project Grant (PPG) award from the National Heart, Lung and Blood Institute of the National Institutes of Health to study perivascular adipose tissue (PVAT) as a central integrator of vascular health.

The PPG involves four projects led by different investigators to concurrently explore diverse mechanisms of PVAT, a tissue essential to normal functioning of blood vessels. Each project will add to the growing body of knowledge around PVAT, potentially leading to new therapeutic interventions and overall improvement of health.

An international coalition co-led by Jason Rountree, C.S. Mott Endowed Professor of Sustainable Agriculture, will conduct research to understand how a farmer or rancher's grazing management decisions affect soil health on pasture and rangeland and – in turn – how soil health can positively affect a producer's productivity and environmental sustainability.

The project brings together researchers from 11 nonprofit organizations, for-profit businesses, private research institutes and public universities in the United States and the United Kingdom.

Pasture and rangeland soils contain about 20% of the world's soil organic carbon stock but have largely deteriorated in many regions due to poor management, fragmentation or conversion to other agricultural uses. As soil health decreases, the land loses its viability to grow healthy plants, maintain flood and drought resilience, or filter water.

Measuring soil health requires techniques that are often site-specific and costly for ranchers. The project will provide farmers and ranchers with tools that simply and accurately measure outcomes of soil health in grazing land environments to guide management decisions and quantify the impact of intentional management.

SUSTAINABLE HEALTH



Enhance quality of life for people everywhere by comprehensively leveraging expertise and research activity to improve health and the systems that affect health. Our approach to advancing health and excellence in health education has consistently focused on people, communities, partnerships and innovative thinking.

KEY METRICS

TARGET

TRIPLE NIH AND CDC EXPENDITURES

within 5 years

ELEVATED BLUE RIDGE RANKINGS

CURRENT PERFORMANCE

NIH expenditures trended up steadily year over year for the past five fiscal years. The number of proposals submitted, a leading indicator of expenditures, also climbed every year. CDC expenditures increased 73% over the past two fiscal years. Accelerating this pace and achieving the broader goal and multiple objectives of sustainable health will require engagement across all areas of the university. To invite all MSU units into the conversation, listening sessions and feedback forums have been held with deans and administrative leadership to help prioritize the five objectives within the MSU 2030 sustainable health goal, to identify areas of alignment and collaboration and to energize partnership and action.

Michigan State University has significantly improved its stature in the Blue Ridge Rankings over the past five years, ranking 78 in 2021 compared to 99 in 2016.

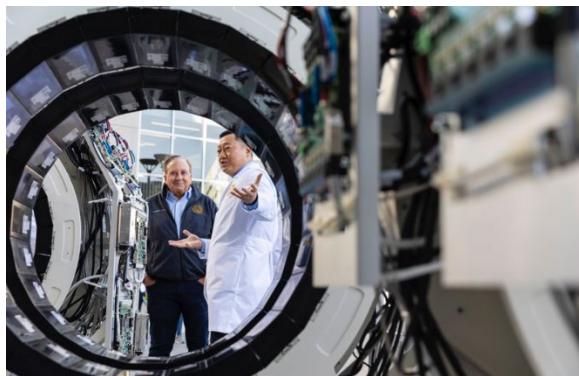
KEY INITIATIVES

PUBLIC HEALTH: EXPANDING IMPACT IN FLINT AND BEYOND



To reduce health disparities, Michigan State University works to advance policies and interventions that eliminate structural racism in health care provided by MSU and our community partners. We also work with community and other partners to close the gap on social determinants of health for the state of Michigan. The Charles Stewart Mott Foundation granted \$25M to expand the College of Human Medicine's public health presence in Flint. The grant will create an endowed fund to increase public health faculty, academic research and community health collaborations. The expansion of public health in Flint will increase the size of the division to more than 25 tenure-system faculty and approximately 70 faculty overall. Since 2014, MSU's Flint-based public health experts have implemented programs and research initiatives in the community and beyond.

A HEALTHY BOOST FROM INNOVATION



Innovation increases the future viability and sustainability of a regional economy by boosting productivity, business startups and new employment opportunities. Pursuing a concerted innovation strategy raises the competitiveness and resilience of a region. Michigan's first total body PET/CT scanner arrived in May 2022 at the Michigan State University Radiopharmacy lab in the Doug Meijer Medical Innovation Building. The total body scanner can scan patients with cancer much faster and more completely, from head to toe in a single scan in as little as 60 seconds (compared with 40 minutes using conventional

imaging). In East Lansing at the Facility for Rare Isotope Beams, researchers are also exploring isotopes that could lead to advances in cancer research and other new devices and therapies for patients.

HFH+MSU HEALTH SCIENCES A PLUS FOR STUDENTS, FACULTY, DETROIT AND MICHIGAN



HFH+MSU Health Sciences' 30-year commitment is on a path to transform life, earn National Cancer Institute designation and enhance opportunities to expand our current health care workforce. Planning is underway for a new Health Sciences Center (HSC) that tightly aligns basic and translational research, fueling innovation and discovery through an academically and clinically integrated network of health care providers, scientists, academicians and public health practitioners. A shared

building will allow consolidation of Henry Ford research activities and provide critical space for recruitment of top faculty. Already, more than 100 Henry Ford investigators have joined the MSU faculty. This summer, 20 College of Human Medicine students are starting at Henry Ford Hospital. Elective rotations also will be available for fourth-year College of Osteopathic Medicine students, including nearly 125 new students from both medical schools. In summer 2023, Henry Ford Hospital will welcome a second cohort for the accelerated Bachelor of Science in Nursing program, growing the program to 32 students.

SPOTLIGHT

Sustainable health is a holistic state of physical, mental and social well-being, not merely the absence of disease or infirmity. MSU continues to advance health and excellence in health education – guided, informed and in partnership with the communities we seek to serve. We commit to listening to community needs and expectations as we strive to return resources to those communities in a shared mission to transform health. By focusing on people, communities, partnerships and innovative thinking, we are improving lives across the state, the nation and the world. The stories below spotlight how partnership is at the heart of advancing this imperative.



ACCELERATING CANCER RESEARCH: HFH+MSU HEALTH SCIENCES FUNDS \$1M IN FIRST WAVE OF GRANTS

HFH+MSU Health Sciences is focused on addressing disparities in cancer outcomes and improving the lives of people in Michigan. To reach this goal, we're bringing people together to work on novel and high-impact cancer research projects that can lead to further funding. Stimulating collaborations between two organizations with the same sense of purpose and commitment to excellence has created immense productivity: the partnership received more than 66 grant proposals since putting out a call earlier this year. Proposals will continue to be generated, reviewed and funded to help advance cancer care and help to close the gap in health care disparities and outcomes for patients in Michigan and beyond.



MCLAREN HEALTH CARE FACILITY ANCHORS UNIVERSITY HEALTH PARK

In 2022, McLaren Health Care opened a \$600M facility in University Health Park adjacent to campus. The project includes a 240-bed hospital, a multispecialty outpatient care center and a Karmanos Cancer Institute in partnership with MSU Health Care. MSU's collaboration with McLaren Greater Lansing will expand access to quality care for mid-Michigan residents, improve health outcomes and expand access to new life-changing therapies and treatments through shared research and discovery.

STEWARDSHIP AND SUSTAINABILITY



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.

KEY METRICS

TARGET

REDUCED GREENHOUSE GAS EMISSIONS

TIMES HIGHER ED HIGHER GLOBAL IMPACT RANKINGS

CONSISTENT \$200M IN PRIVATE SUPPORT ANNUALLY

CURRENT PERFORMANCE

MSU has established a goal of cutting greenhouse gas emissions to 292,934 metric tons of CO₂, a 50 percent reduction from 2010 baseline. FY2021 emissions were 350,857.

MSU is ranked No. 33 overall and No. 2 in the United States in the Times Higher Education's Global Impact Ranking. Our U.S. rankings are within the top 10 in these sustainable development areas: zero hunger, sustainable cities and communities, partnership for the goals, life on land, poverty and climate action, with No. 1 rankings in zero hunger and partnership for the goals.

MSU received more than \$200M in private support in four out of the past five years, including \$232.2M in 2021, and is on a path to achieve this level of private support sustainably as it ramps up to launching its next comprehensive campaign to support the priorities of MSU 2030 and beyond.

KEY INITIATIVES

NEW FINANCIAL MODEL



MSU is committed to updating its financial and budget processes. As a first step, the university has established an internal steering committee and engaged a consultant to assist with a thorough review of its financial organization and operations to gauge readiness for budget reforms. The review will assess current processes, systems and tools, as well as deliver a road map to support a transition to a new budget model. It also will identify opportunities to enhance central financial services. The review will conclude a

report (anticipated summer 2022) with providing a high-level timeline and summarize next steps for budget model redesign. This work is the first step in developing a comprehensive financial model and budget process that aligns resources with strategic priorities and creates greater university-wide efficiency and effectiveness. It also will support the university's needs as it expands and diversifies revenue sources.

COMPREHENSIVE FACILITIES AND LAND USE PLAN



Work is well underway to consider how Michigan State University's East Lansing campus and statewide facilities should align with the university's long-term strategic goals and needs. Phase I of the in-depth process to develop a new plan is underway. This phase included thorough review of existing planning documentation, a site visit and collecting input through survey and listening sessions with a broad base of university stakeholders, including students, faculty, staff, alumni and community members. The multiple perspectives and data gathered in phase I are being synthesized into a comprehensive view of the

present conditions of MSU's campus and facilities. Ultimately, the process will result in a flexible framework that will inform the creation of a comprehensive University Facilities and Land Use Plan. The plan will serve as a road map guiding MSU's future campus and statewide facilities composition for the next generation. This framework provides an opportunity to advance equity, bolster community health and improve support systems for students, faculty, staff, alumni and visitors through the physical environment of MSU's land and facilities.

STRATEGIC INFORMATION TECHNOLOGY PLANNING



Responsible stewardship of university resources means providing operational excellence by leveraging technology to provide informed decision-making, reduce operating costs and optimize the capabilities of teams across campus. MSU IT has aligned its current portfolio of services and initiatives to prioritize the sustainable support of vital university functions connected to the mission-driven pillars of research, education, outreach and operations. MSU IT also is placing increased emphasis on improving user experiences and collaboration in working with campus

partners. To develop a plan for sustainable IT infrastructure as envisioned in MSU 2030, MSU IT has established a cross-functional stakeholder work group charged with engaging their respective networks and bringing campus feedback into the IT strategic planning process. The work group is developing a recommendation for MSU IT leadership, which will inform future implementation priorities.

SPOTLIGHT

Michigan State University strives to be a good steward of resources and pursues initiatives in a manner that ensures our long-term sustainability and success. We are committed to achieving our goals and are being recognized for our work as we continue to position ourselves for enduring future success.



No. 33 – GLOBAL IMPACT RANKINGS

In just its second year of participation in the Times Higher Education Global Impact Rankings, Michigan State University made a significant jump and achieved a goal articulated in the MSU 2030 Strategic Plan: Achieve Top-100 Times Higher Education Global Impact ranking by 2030. In fact, MSU went from placing in the 101-200 category to ranking No. 33 (tied) for 2022. The Global Impact Rankings, which are in their fourth year, aim to assess institutions around the world on their impact in relation to United Nations Sustainable Development Goals. They align particularly well with MSU's vision and values as they honor the commitment universities make in the communities they serve, specifically looking at themes of poverty, inequality, climate change, environmental degradation, peace and justice.



CENTURY BOND

MSU took a creative approach – and demonstrated exemplary stewardship in fostering the long-term sustainability of the university and its mission – when it successfully issued \$500M in century bonds at a yield to maturity of 4.165%. The century bond structure locked in a low, long-term cost of capital to strategically address critical capital and infrastructure needs. It provides a sustainable, low-interest funding source to support a variety of strategic objectives and initiatives related to the university's strategic plan. It also enables MSU to address both near- and long-term capital needs, providing a stewardship tool to invest in transformative projects, ranging from significant research initiatives to health care innovation, that accelerate excellence and impact and create new opportunities now and for future generations of Spartans.



DIVERSITY, EQUITY AND INCLUSION

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

KEY METRICS

TARGET

CURRENT PERFORMANCE

NO OPPORTUNITY GAPS

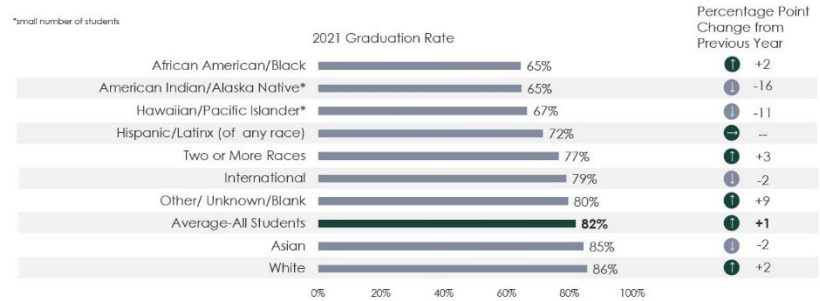
INCREASE DIVERSITY

PROMOTE INCLUSION

ENSURE EQUITY

ELIMINATE DISPARITIES

Graduation Rates by Race/Ethnicity & One Year Percentage Point Change



- 3% increase in total enrollment of students of color
- Fall 2021 entering class had most students of color ever enrolled
- Total support staff of color increased to 18%
- 20+ cultural events and heritage months recognized
- First campuswide Juneteenth commemorative celebration
- 17 all-gender inclusive restrooms completed
- \$26.1M spent with diverse vendors and suppliers
- 60 Creating Inclusive Excellence Grant applicants received from units and organizations
- Six grants awarded to faculty by the Diversity Research Network
- 50% more undergraduates of color than 10 years ago
- 2,778 students with permanent disabilities served
- 98% completion of DEI Foundations training for 70,000 Spartans

KEY INITIATIVES

1855 PROFESSORSHIPS



Established as a reimagining of the land-grant vision of elevating the pursuit of practical knowledge and broadening educational access, [1855 Professorships](#) support inclusive excellence at MSU with scholarship and public engagement. A competitive review process consisting of 76 high-quality proposals from across the university, with every college participating, led to 13 transformational proposals selected to advance MSU's DEI strategic goals. These categories will serve as the professorship cohorts to advance collaboration and help build each area's research, teaching and outreach agendas at MSU: diversity and data science; minority politics, urban journalism, and law and democracy; health; and social and environmental justice. The first cohort of cross-disciplinary 1855 Professors will begin this fall, with all positions expected to be filled by the end of the academic year.

INCLUSIVE LANGUAGE RESOURCE GUIDE



Following recommendations in the DEI Report and Plan, University Communications is developing an inclusive language resource guide embedded as part of MSU's brand site to inform best practices. The guide will serve as a resource for all members of the MSU community, especially communicators. Its goal is to encourage empathetic choices and maximize belonging through images and text that are accurate, appropriate and free of bias. The university inclusive language resource guide will build on important work done by the Global DEI Task Force, which led multiple projects to ensure that the more than 9,000 members of our international community feel welcome, safe and

supported, including a three-part webinar series to increase awareness of inclusive language and images in a global context.

SHORT-TERM WORK GROUP ON NAMES AND PRONOUNS



Efforts to increase diversity require updating data gathering methods and use in university systems. As a result, MSU convened the Short-Term Work Group on Names and Pronouns to focus on actions to better capture names and pronouns in existing infrastructure and processes. The work group made recommendations to acknowledge and support how MSU students, staff and faculty choose to identify. The outcome will shape future policy considerations that protect individual privacy and promote best practices.

ALL-GENDER INCLUSIVE RESTROOM DESIGN STUDY



The All-Gender Restroom Design Study is a stakeholder initiative to expand equitable and inclusive restroom access in all buildings at MSU. The study, which includes participatory town halls and other input mechanisms, will identify parameters to serve as a guide for future improvement projects. MSU has completed 17 new all-gender or single-stall restrooms, including three in MSU Libraries, two in the Minskoff Pavilion, one in Eppley Hall, five in the Music Building and six in the STEM Teaching and Learning Facility.

SPOTLIGHT

The Diversity, Equity and Inclusion strategic theme of MSU 2030 aligns with key topics within the MSU DEI Report and Plan released in August 2021. The past year has included historic achievements and notable firsts, from celebrating 50 years of providing services for disabled students and employees to helping halt the deportation of veterans and embarking on construction planning for a new multicultural center building. These are just a few examples of how MSU is leading in diversity, equity and inclusion within and beyond Michigan State University.



HALTING VETERAN DEPORTATIONS

On Nov. 16, 2021, MSU debuted its first national PBS primetime broadcast of the documentary *American Exile*. The WKAR and School of Journalism film helped shape national policy and halt veteran deportations.

"Nowhere in America is the pathway to citizenship more wrought than for immigrant veterans," said John Valadez, journalism professor and director of the film.

During the production involving MSU students, Valadez and Carleen Hsu, professor of journalism and the film's



50 YEARS LEADING DISABILITY SERVICE

Predating U.S. disability legislation, the Resource Center for Persons with Disabilities paved the way for equal access to higher education for disabled students and employees. In 2020-21, RCPD provided more than 14,721 service hours for students and 617 hours for employees.

"We've been working busily over the past five decades to help people maximize ability and opportunity," said Michael Hudson, longtime director of RCPD. "We began back in the 1971-72 academic year with a simple goal of helping people with disabilities realize the



NEW MULTICULTURAL CENTER

For decades, MSU students have called for a multicultural center. In late 2019, President Stanley appointed a steering committee to complete a feasibility study for a center where all can succeed.

With the study complete, the Board of Trustees in September 2021 approved construction planning. SmithGroup, whose portfolio includes the National Museum of African American History and Culture in Washington, D.C., was selected as the design firm for the project.

producer, helped lead a Congressional briefing on deported veterans, showing clips from the documentary.

In July 2021, the Biden administration halted veteran deportations and ordered the Department of Homeland Security to create a process for deported veterans and their families to return to the United States and acquire citizenship.

power of education to change their lives and promote careers and lives of distinction.”

Since Hudson started, those served broadened beyond classic disabilities like mobility challenges, chronic health and visual and hearing to include learning disabilities. RCPD now serves about 6% of the university population, and employee disabilities have risen 53% in learning disability and 50% in the autism spectrum over the prior year.

“SmithGroup demonstrated the expertise and willingness to intentionally engage our students at every stage of the design process,” said Senior Vice President for Student Life and Engagement Vennie Gore.

In April 2022, MSU chose a central location on the northeast corner of North Shaw and Farm lanes for new construction to best meet the needs of underrepresented students and the entire MSU community.