



MSU 2030

Empowering Excellence,
Advancing Equity
and Expanding Impact

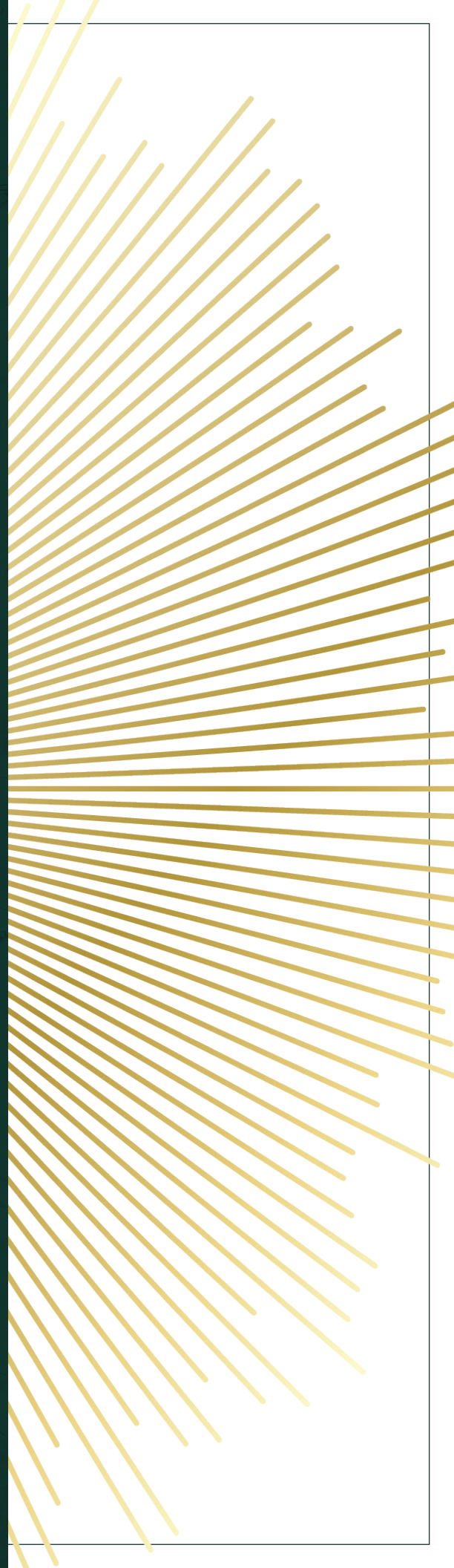


Strategic Plan
Implementation Update

June 2023



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UNIVERSITY





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The measure of our rise

The legacies we cherish, our daily continuing mission and our goals illuminating the path ahead are based upon and are on behalf of Michigan State University's people. That is why MSU's 2030 strategic plan places all of us at its heart. Through the enumeration of our aspirations, we assert that the measure of our rise as an institution is the measure of our efforts to foster excellence and opportunity for all.

This second annual strategic plan update highlights our progress in fostering a university environment in which all students and employees can grow and thrive. And rise.

For undergraduate students, we continue to expand advising resources, particularly in the critical first two years of their university experience. We add new programs that nurture belonging and help close graduation-rate gaps. For graduate and professional students, we are expanding fellowships focused on diverse and exemplary students and enabling supportive resources for their well-being.

Likewise, for all of us as employees, we are creating conditions where we can do our best work, individually and collectively, by establishing flexible working options and offering new personal observance days and holidays that strengthen inclusion and work-life balance.

Each of our aspirations is interoperable with our fundamental principles of fairness and equity, which are measured in our Relationship Violence and Sexual Misconduct Plan and our Diversity, Equity and Inclusion Plan. That is why we updated our Religious Observance Policy, broke ground on a new multicultural center and have enabled a stronger Office for Civil Rights and Title IX Education and Compliance, which prioritizes prevention and outreach at its heart. Policies and placemaking are the tangible products of our commitment to a welcoming and safe campus and our diverse community.

Our strategic plan calls for an increase in research output in the service of the common good. As detailed in this document, we have increased our research expenditures by 7% to a record \$759.2 million. Perhaps most recognizable are the ways in which our research is creating a sustainable environment in our agricultural research and implementation, clean water work and in our carbon capture. And our medical community is enlarging its footprint in Flint and Grand Rapids with the goal of providing equitable health care that will improve the lives of all Michiganders.

The work of advancing the strategic outcomes of a university strategic plan lives in the colleges and departments, administrative units and offices, centers and institutes ranging across our full breadth of activities and geographies. While MSU 2030 sets the direction, many of the specifics for the work are guided by additional college and unit plans operating interdependently in pursuit of the excellence, equity and impact our larger plan promises. Highlights of this work toward our goals appear in this report.

A university strategic plan is not a piece of paper, but the elaboration of an organization's aspirations. It is written by the present generation with the goal of enabling its overall future. Just as our predecessors made bold decisions to advance the common good, each of us is charged with boldness in our time. I urge you to see the university strategic plan and the DEI and RVSM plans and their goals through your own lens and by working together — each of us in our own way. MSU will rise.

In 2030, MSU will be 175 years in the making. Our strategic vision today adds to our foundation of excellence as we look even further ahead to make our next 175 years just as transformative as our first.

Sincerely,



Teresa K. Woodruff, Ph.D. (she/her/hers)
Interim President
MSU Research Foundation Professor

OUR PROGRESS

After the MSU Board of Trustees endorsed the strategic plan in September 2021, the Strategic Plan Implementation Steering Committee, which includes the executive sponsors of each theme area and other university leaders, has worked to embed MSU 2030 themes and goals in the university's broader planning and budgeting processes and to ensure progress across all theme areas. With an eight-year plan and substantive goals, the steering committee recognizes the importance of a phased and integrated implementation supported both by dedicated work groups aligned to theme areas and by academic and administrative unit planning that supports plan goals and objectives.

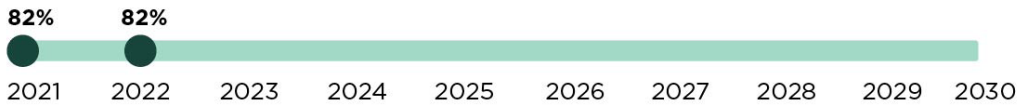
The strategic plan established six themes and 26 objectives across those themes. Work groups for theme areas have identified the highest priority objectives and activities to advance each theme's goal. In some cases, activities not originally envisioned in the plan have become priorities due to the plan's — and the university's — evolution as well as the plan's value as a unifying, directional force within MSU's culture.

The Key Metrics shared in this report reflect each theme area's lead metric that aligns with a specific strategic plan goal and also includes additional metrics that provide an overall sense of university performance and progress toward achieving the broad goal established in each theme area. Given the initial recognition that the strategic plan is an evolving document requiring periodic reassessment, these metrics may be enhanced over time. Key Initiatives in the report detail significant efforts introduced this year — or continued with substantial new work — to advance MSU 2030 goals.

Lead Metrics



Graduation Rate

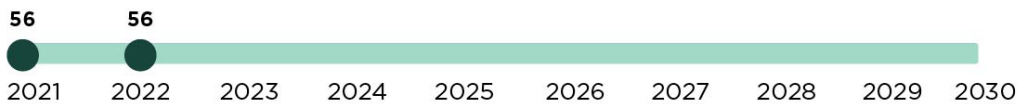


Goal

86%



Prestigious Awards



64



Research Expenditures



\$1B



NIH and CDC Expenditures



\$270M



Greenhouse Gas Emissions*



292,934

* In metric tons of CO₂



Opportunity Gaps*



0

* Largest percentage point gap to close is based on lowest graduation rate by race and ethnicity. See Diversity, Equity and Inclusion section of report (p. 32) for full details on opportunity gaps measurement.

Data updated annually in June.



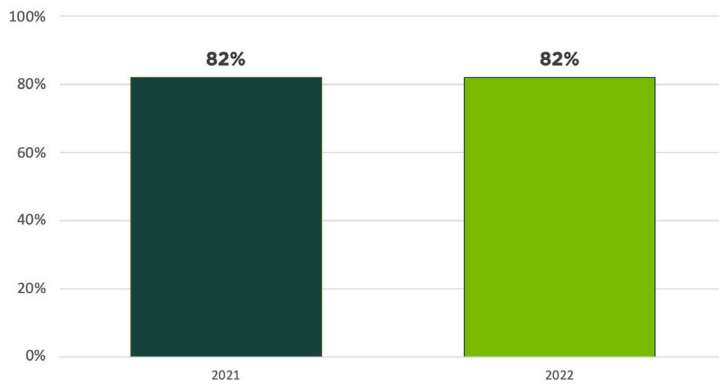
Student Success

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

Key metrics

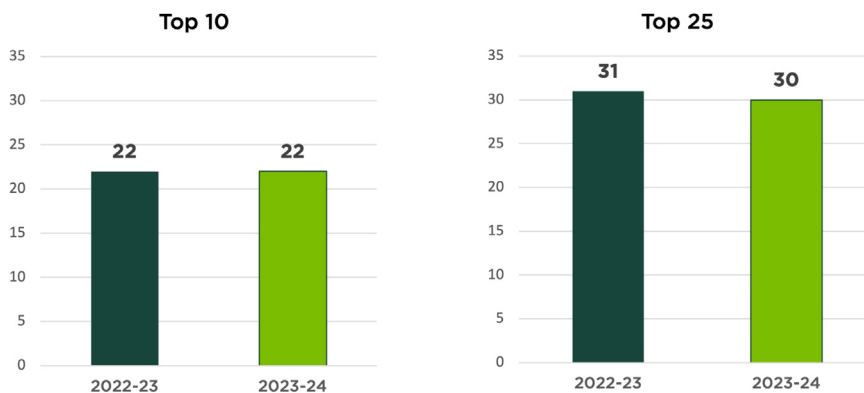
Metric: Six-year graduation rate (first-time, full-time undergraduates)

MSU is committed to providing more students with access to excellence. 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.



Metric: Number of consistently highly ranked graduate programs and concentrations

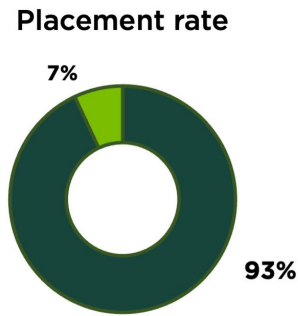
By 2030, the university aims to increase the number of graduate programs and concentrations consistently appearing in the top 10 and 25 of U.S. News & World Report's graduate-level disciplinary rankings to 25 in the top 10 and 35 in the top 25.



Metric: Placement rate for bachelor's degree graduates

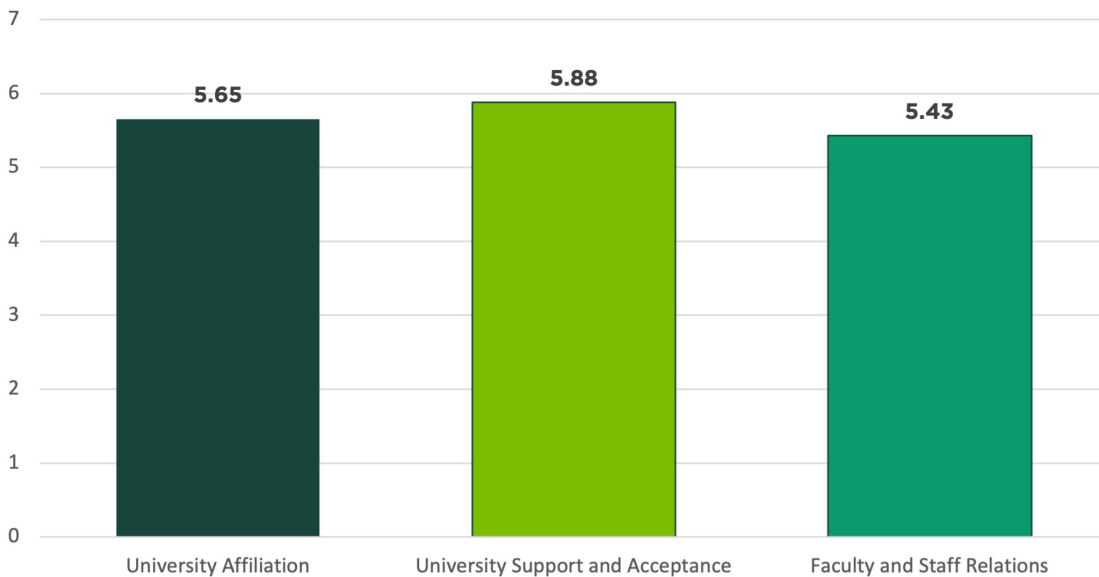
Six months after graduation, 93% of spring and summer bachelor's degree graduates are working or continuing their education (2018-2022).*

*Of graduates who responded to the survey as well as other data sources including the National Student Clearinghouse, internal MSU systems and public sources like LinkedIn.



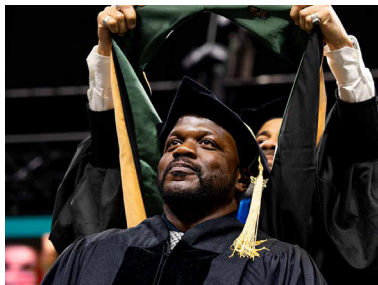
Metric: Student sense of belonging

The Student Experience Survey is conducted annually in October among graduate and undergraduate students. Student sense of belonging is measured using three factors (see chart below). Currently, the Student Success Executive Advisory Group is focusing on initiatives to enhance university support and acceptance.



Mean respondent answer on a seven-point Likert scale.

Key initiatives



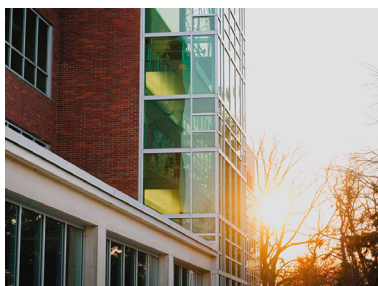
Graduate student experience

MSU is improving the graduate student experience in a variety of ways. The University Fellowship Program focuses on recruiting and retaining a more diverse body of students while increasing the number of participants to 50 per year — a 25% increase — by 2028. Additionally, the newly titled Office of Graduate Life and Wellness strives to ensure graduate and professional students are provided meaningful opportunities to improve their overall well-being by helping them to thrive while achieving their academic and professional goals. The initiative's progress and the overall well-being of graduate students and graduate professionals will be measured through workshop and activity participation metrics, resource accessibility and surveys.



Strengthening advising

MSU is investing in student advising through the Advising Initiative, which is building a new shared model of advising for all first- and second-year students. The model, being developed with all 14 undergraduate colleges and the Office of the Associate Provost for Undergraduate Education, creates strategic student transition plans that support major exploration and identity development as well as overall student success. To advance the effort, work groups were established to assess the advising process and make recommendations on student pathways as well as lead personnel and organizational change and communications efforts. In addition to the 15 advising staff members hired in the past year, the university plans to hire 15 to 20 more by fall semester 2023.



Some college, no degree student access and success

MSU is working to become the premier Michigan university for individuals who have attended some college but have not completed a degree. These students have unique needs and often encounter barriers to enrolling and completing their education. MSU's efforts to support these students include transforming curriculum, adding completion advisers and providing financial support as well as building business partnerships to enhance access for students in the workforce. Students looking to complete degrees will benefit from MSU's increasing number of courses offered online or scheduled during the evening and on weekends. MSU is also in the process of expanding its educational offerings to include three to five new certificate programs by 2024 and will present a proposed policy regarding credit for prior learning to Academic Governance in the fall of 2023.



Student sense of belonging, supporting persistence

MSU is increasing access to education with four new efforts that cultivate a sense of belonging and support persistence through graduation.

- The Black Student Success Initiative works to eliminate disparities in educational outcomes for Black students through a deeper understanding of their experiences, needs and hopes. The effort includes a student advisory committee, undergraduate research opportunities and mentoring.
- The Transfer Student Success Project works to transform the way transfer students are supported at MSU by aligning operational needs and creating more equity in policies. The Envision Green program — in which Lansing Community College students can finish their degree at MSU — will expand into a cohort-based program with the first group of students beginning in the fall of 2024.
- The Retention Data Mapping Project focuses on identifying all the places student retention data is housed, who has access and how the data can be better aligned and connected to enhance efficiency and lead data-informed improvement efforts.
- The Executive Committee on Student Retention and Operations Retention Group are working to mitigate disparities evident in persistence and graduation rates and increase degree completion rates for all students. The goal of the work is to close opportunity gaps in persistence and graduation.



Student resource coordination

MSU is establishing a one-stop shop for student services to streamline access to the services students need to support their success. This model provides a seamless experience that reduces mental strain and supports persistence and degree completion. MSU plans to integrate select enrollment services, student accounts and customer support and technology platforms with a consolidated and simple 360-degree view of student data to help provide seamless service. The model will be phased in over three years with full-scale operation anticipated by summer 2026.



First-generation initiative

MSU is inspiring first-generation college students to persist and graduate by eliminating barriers and providing high-impact learning experiences and ongoing student development. In the 2023 academic year, MSU hosted the inaugural First- Generation Appreciation Week, including participation from Athletics, ASMSU and the Neighborhood Student Success Collaborative Pathways Program. In addition, the First-Generation Leadership and Innovation Vanderploeg Scholars program kicked off with 38 first- and second-year students who received scholarship funds and wraparound services such as professional advising and peer support as well as opportunities for undergraduate research and education abroad.



Expanding Honors College access and opportunities

MSU is enhancing opportunities for students through an elevated and expanded Honors College. The Honors College's Academic Scholars Program pathway encourages 200 high-achieving, first-generation and/or Pell-eligible students to excel early at MSU and join the Honors College at either the end of their first semester or year. During the first four years of the revised program, 65% of Academic Scholars were admitted to the Honors College. The college is growing to include more students by focusing on innovative student success programs and high-impact experiences. In academic year 2022-23 the college served more than 4,400 students, up 11% over the past 5 years. In the same period, students of color increased from 17% to 23% and international students increased from 4% to 8%. Honors College students are highly engaged: 74% participated in a research experience last academic year.



Collaborative policing

MSU is enhancing community safety through a partnership with the East Lansing Police Department. The Proactive Engagement and Community Enhancement (P.E.A.C.E.) Team works to address community concerns with long-term solutions both on campus and in the city. Efforts toward crime prevention and proactive education help students and community members feel safer and provide a healthier environment for learning and living.

Investment corner

Student Success–related investments for FY23

From expanding opportunities to participate in recreational and club sports to adding advisers to help navigate the pathway to graduation to modernizing systems needed to support every aspect of the student journey, MSU is investing in an enhanced student experience that aids recruitment and progression.

- Health and Wellness Recreation Fields – \$10 million
- Undergraduate advising – \$2 million base funding
- Student Information System – \$5 million base funding

Additional highlights

- Office of the Provost's 24 colleges and units reported 102 projects of significance, including those that drive culture change and build capacity, supporting multiple strategic plan themes. These projects prioritize people and create conditions for inclusion, outreach and professional development, including preparing students for careers and expanding the skills and knowledge of faculty and staff.
- Office of the Provost led an effort to reach out to every student who left the university before earning a degree to understand their reasons for leaving, eliminate barriers and reenroll them, if possible, to complete their MSU education. Since fall 2022, 7,255 students have received outreach from strategic retention managers or other appropriate individuals across campus.
- College of Education's change to a four-year rather than five-year degree program is attracting more students: incoming first-year and transfer students majoring in elementary education increased 28% over last year, while those coming to pursue special education rose 12%.
- Honors College announced MSU's 18th Churchill Scholar. MSU leads the Big Ten, is tied for the lead among public AAU institutions and is seventh in the nation for the number of students receiving this prestigious undergraduate award.



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

Metric: Number of recipients of highly prestigious awards/recognition by faculty and academic staff

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.

Awards as of May 1, 2023

56

Highly prestigious awards

495

Prestigious awards

2,200

Total awards

Metric: Number of national academy members

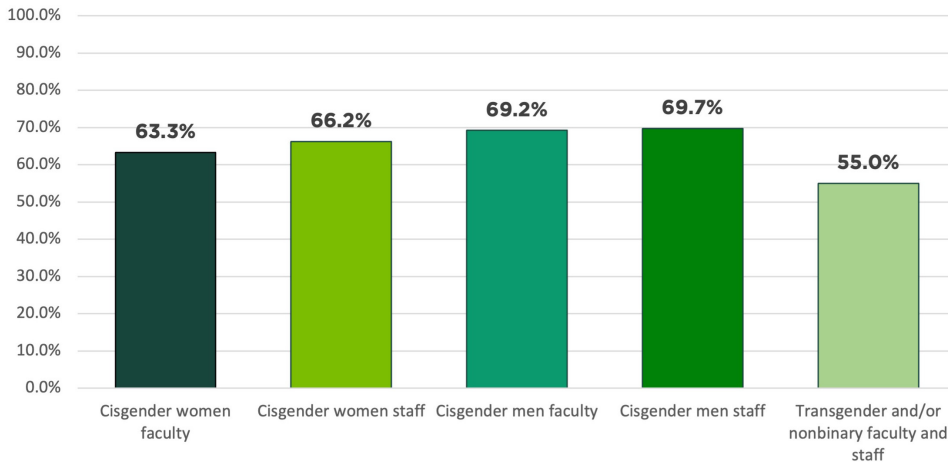
As part of the overall goal to increase prestigious awards, MSU will systematically elevate its number of national academy members across disciplines increasing from 25 members in 2020 to at least 29 members by 2030.

| Academy Name | FY2021-22 | FY2022-23 |
|---------------------------------|-----------|-----------|
| National Academy of Engineering | 2 | 2 |
| National Academy of Medicine | 1 | 1 |
| National Academy of Sciences | 5 | 4 |
| National Academy of Education | 5 | 4 |
| National Academy of Inventors | 8 | 8 |
| Total | 21 | 19 |

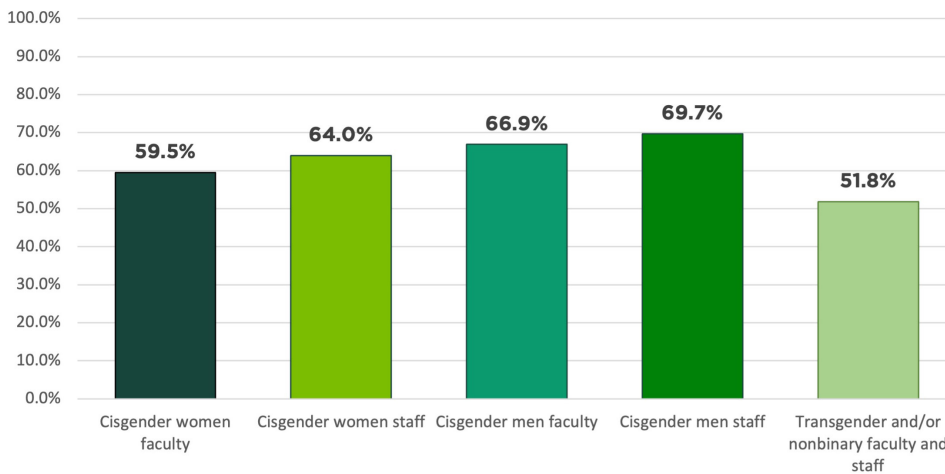
Metric: Employee perceptions of connectedness and inclusive climate

Standardized mean scores by population. Data collected during the 2022 Know More @ MSU Campus Survey.

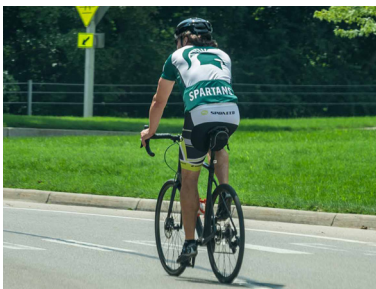
General school connectedness



Perceptions of inclusive climate



Key initiatives



Fostering wellness

MSU is supporting community health and well-being by combining 11 departments to create the new University Health and Wellbeing division. The new structure provides better administrative support and a more coordinated and holistic approach to well-being. The units are Center for Survivors, Counseling and Psychiatric Services, Employee Assistance Program, Health4U, Health Promotion, MSU Safe Place, Occupational Health, Resource Center for Persons with Disabilities, Student Health Services (Olin), the Travel Clinic and WorkLife Office.



Workplace culture

MSU is improving student, staff and faculty experiences in regard to relationship violence and sexual misconduct. The results of the 2022 Know More @ MSU Campus Survey show positive trends since the 2019 survey, including a decrease in the prevalence of sexual assault, sexual harassment and workplace incivility; an improvement in most measures of climate and culture; and an increase in overall awareness of various trainings and policies. In addition, the university added Martin Luther King Jr. Day as a university holiday for all employees, implemented two additional days of personal observance time each calendar year for all employees and provided a break for all faculty and staff during the last week of December.



Honorifics, recognition and appreciation

MSU is investing in the employee award nomination process. The university hired two honorifics coordinators to identify and encourage nominations for prestigious or highly prestigious awards as identified by Academic Analytics. In addition to providing support through the nomination process, the coordinators are working with units to establish award committees, encourage faculty membership and involvement in discipline-specific professional organizations and add an awards section to annual reviews. MSU also reviewed peer institution recognition programs involving support staff with a focus on contributions to cross-collaborative teams, innovation and advancing strategic goals.



Attracting talent

MSU is increasing its access to diverse talent by establishing a remote work policy that empowers joint decisions between unit leaders and employees about remote work. These agreements support the needs of the university and employees with both in-state and out-of-state remote work arrangements. Interested applicants now can filter for remote-friendly positions on the MSU careers website.



Faculty career pathways

MSU is improving faculty pathways for career progression across all classifications and colleges. In addition, individuals in nontenure track positions have new minimum salaries, independent promotion policies and raises commensurate with position. Academic bylaws across campus are being updated to provide enhanced opportunity and equity among tenured and nontenured faculty.

Investment corner

Staff and Faculty Success–related investments for FY23

MSU's quality depends on its people and their success. The university is making significant strategic investments to attract and retain exceptional staff and faculty.

- Faculty and academic staff salary and benefit increases – \$36.3 million base funding
- Strategic retention – \$5 million base funding

Additional highlights

- Office of the Provost increased mentoring and programmatic support for outstanding, promising postdoctoral research associates to advance diversity, equity and inclusion in the academy and tenure system; supported 12 individuals this academic year, up from four the previous academic year.
- College of Human Medicine established the Department of Anesthesiology and hired the department's first chairperson.
- College of Nursing provided support for fixed-term faculty scholarly efforts, which significantly increased presentations, publications and poster presentations.
- Human Resources launched a seven-module eLearning course offering employees a self-directed fundamental education program with curriculum supporting prioritization of equity and diversity in hiring; to date 324 employees have enrolled.



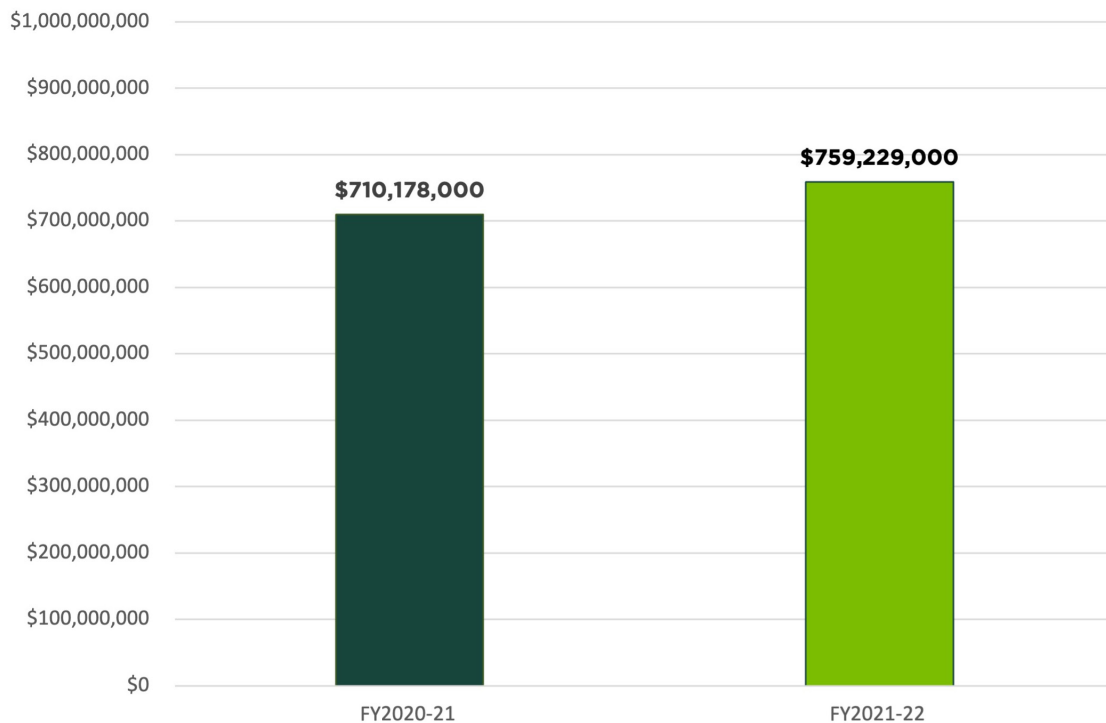
Innovation for Global Impact

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

Key metrics

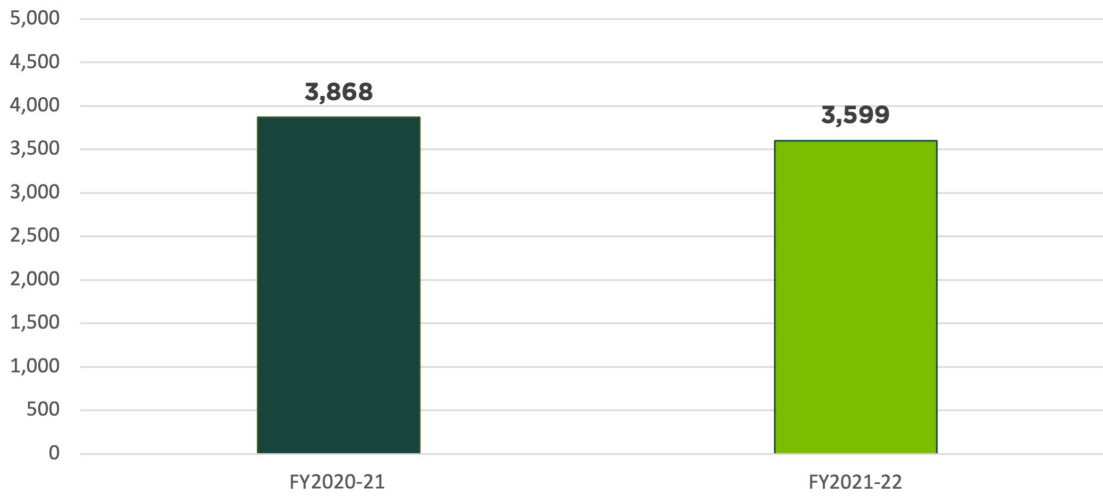
Metric: Annual research expenditures

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 National Science Foundation Higher Education Research and Development, or HERD, survey.



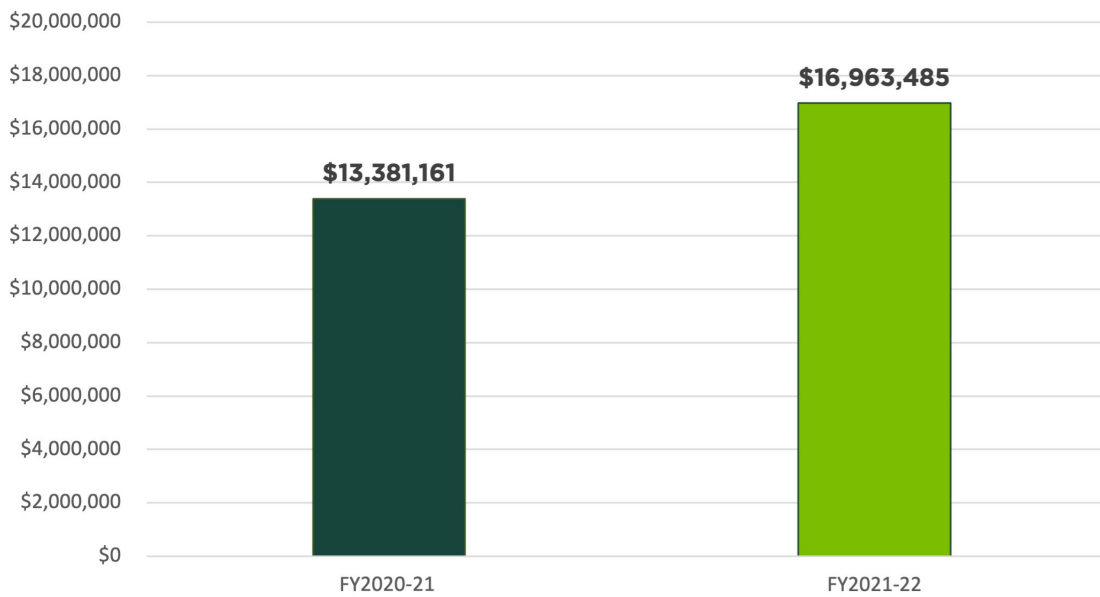
Metric: Number of submitted research proposals

The number of proposals submitted — as well as the size and scope of resulting awards — is a leading indicator of future research expenditures. While the number of submissions was down for FY2021-22, the proposals submitted were significantly larger in value.

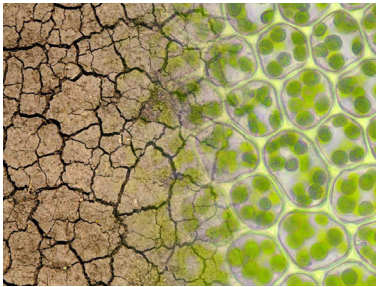


Metric: Amount of research sponsored by industry partners

MSU is forging new partnerships with business and industry that spur innovation and enhance economic development. The university will increase and diversify sources of research support.



Key initiatives



Climate change research

MSU is investing in the Climate Change Research Support Program, new in 2022. This important funding mechanism supports promising new initiatives in key areas of research, scholarship and multidisciplinary collaboration in response to the global climate crisis. The program currently funds 12 research projects and five proposals for research team development, all in areas where MSU has unique capabilities and expertise to tackle multidimensional problems.



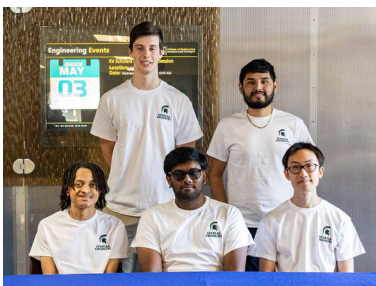
Henry Ford Research Partnership

MSU is growing health care research. The consolidation of Henry Ford Health with MSU Health Sciences research operations has resulted in more than 100 Henry Ford faculty receiving appointments in MSU departments, giving them access to university research resources and collaborative opportunities. The HFH + MSU Health Sciences joint research entity has been formed, and both MSU and Henry Ford faculty are now submitting new grant proposals, which are credited to MSU, growing our portfolio. More than 130 proposals have been submitted to date, focusing first on proposals to the National Institutes of Health, with submissions to other agencies to be phased in over the next year.



New electronics testing center

MSU is investing in the new Space Electronics Center. With support from Texas Instruments, the university will be at the forefront of the design and testing of devices and systems for space applications. The first testing sessions with TI involved replicating exposure to the ionizing radiation typically present in space. The new center will also provide industry and government representatives with opportunities for interaction and collaboration with MSU faculty, students and researchers. Activities will include research projects, workforce development, technical workshops and forums for small corporate delegations.



Promoting new careers in mobility

MSU is partnering with the Michigan Economic Development Corporation to foster hiring in the electric vehicle and mobility industries within the state. The initiative helps blend the hands-on activities and theoretical knowledge that are hallmarks of an MSU education with the needs of 21st century employers. This summer, 12 MSU students are participating in internship and co-op opportunities with electric vehicles-related companies in Jackson, Lansing, Metro Detroit and Saginaw. They will receive an initial \$5,000 scholarship that qualifies them for another \$5,000 upon acceptance of a full-time job in Michigan.



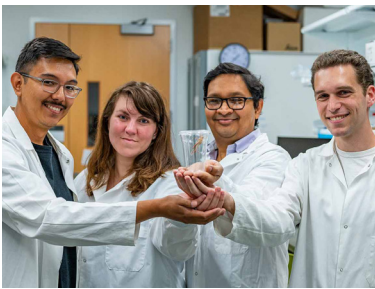
Plant science excellence

MSU is a long-standing leader in advancing research and initiatives in plant science, environmental and water quality, food security, climate change mitigation and economic development throughout Michigan and around the world. Through the support of the MSU Research Foundation, the university will upgrade laboratory space at the Kellogg Biological Station, modernize and expand growth chamber capabilities on the main campus, fund the addition of cutting-edge instrumentation such as a stable isotope ratio mass spectrometer and other core technologies, and upgrade software and hardware for the Institute for Cyber-Enabled Research — adding computing power for all disciplines. With partnership funding from the state of Michigan, MSU will continue plans for a new plant and environmental sciences building as well as upgrades at the greenhouse complex.



Refurbishing the world's first superconducting cyclotron

MSU is refurbishing the history-making K500 cyclotron, making it the heart of a new chip-testing facility at the Facility for Rare Isotope Beams for next-generation semiconductor devices. Supported by a contract from the U.S. Department of Defense Test Resource Management Center and awarded through the U.S. Department of Defense Missile Defense Agency, the new chip-testing facility will help meet the current national shortfall of testing capacity for advanced microelectronics, including those used for commercial spaceflight, 5G/6G wireless technology and autonomous vehicles. It will also complement a host of related work and initiatives at MSU and further the university's leadership in nuclear science, microelectronics and semiconductors.



New Global Impact hires

MSU is again investing in the Global Impact Initiative to enhance its success in competing for the best and brightest faculty talent and to attract a broader and more diverse applicant pool. In the last year, five new faculty were recruited to MSU related to research in molecular imaging and radiotheranostics; microbial science and determinants of environmental sources of greenhouse gases; structural biology and immunology; gene regulation and antibody diversification; and electromagnetics research used in 5G/6G communication, radar and sensing systems. Next, the initiative will focus on advanced positions related to developing next-generation electric vehicle batteries, testing of microchips and other space electronics, and the harvesting, purification and application of isotopes used in nuclear medicine, environmental tracing and material testing.



Arts strategy in action

MSU is connecting the transformative power of the arts to its national leadership in STEM education. Launching in 2023–24, the inaugural MSUFCU Arts Power Up Artist Residency is a collaboration with the Facility for Rare Isotope Beams, bringing international visibility to the university’s existing strengths in arts and sciences while modeling innovative modes of inquiry. With support from a \$2 million MSUFCU Endowment awarded in 2022, the STEAMpower Project will continue to bring together artists-in-residence, MSU researchers and graduate students to address global challenges.

Investment corner

Innovation for Global Impact—related investments for FY23

The university’s investments in key research areas and its signature faculty recruiting initiative drive research expenditures and build reputation while leveraging MSU’s strengths to make an impact in areas of profound importance for the future of Michigan and the world.

- Global Impact Faculty Hiring Initiative – \$2 million base funding
- Climate change research – \$1 million
- Plant and environmental sciences infrastructure – \$5 million

Additional highlights

- College of Human Medicine increased total federal grant funding by 50% over the last three years and received a \$15 million grant to develop Flint-based Rx Kids, the first citywide program in the United States to address maternal and infant poverty.
- College of Nursing hired the inaugural McLaren Endowed Chair for Behavioral Mental Health Nursing Education, a senior research position.



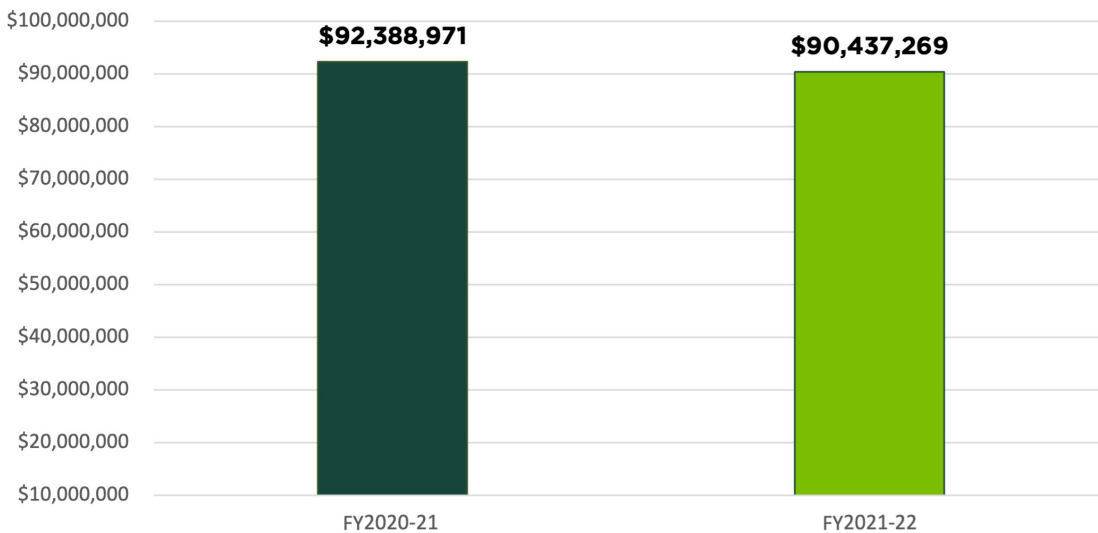
Sustainable Health

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

Metric: Triple NIH and CDC expenditures within five years

MSU's basic and translational research play a critical role in addressing acute and long-term health issues. After steady growth of 32% between FY2018 and FY2021, National Institutes of Health and Centers for Disease Control and Prevention research expenditures declined slightly from FY2021 to FY2022 as the height of the COVID-19 pandemic severely hindered purchasing equipment and supplies, hiring and research operations. Notably, NIH and CDC research expenditures for FY2023 are on track to exceed \$100 million, a return to previous growth trends.

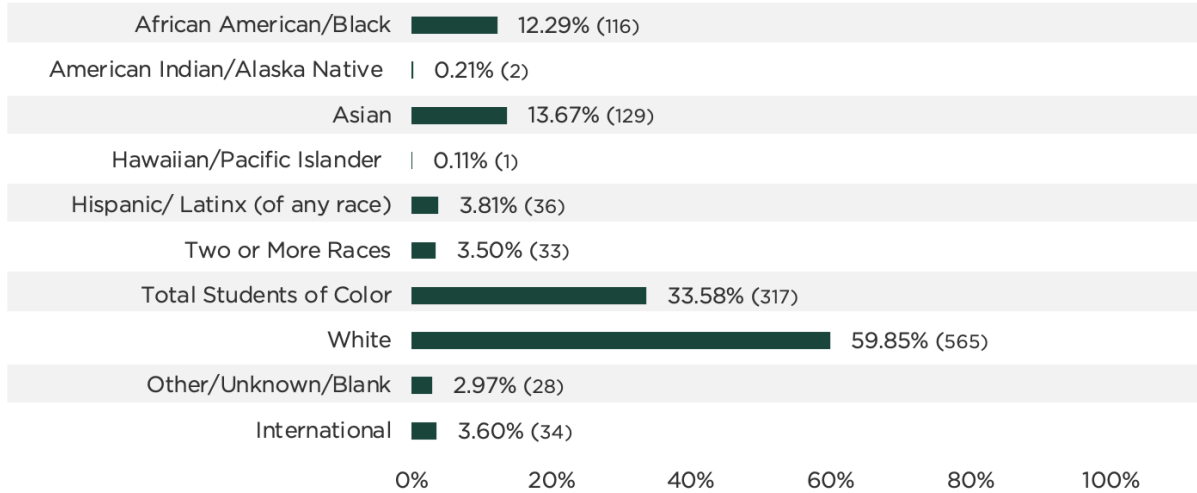


Metric: Enrollment of students of color pursuing human health by college

MSU provides opportunity for individuals from all backgrounds and communities and helps address disparities in health care by advancing the diversity of health service providers. Total students of color enrolled increased by 10.2% from the previous year across all three human health colleges.

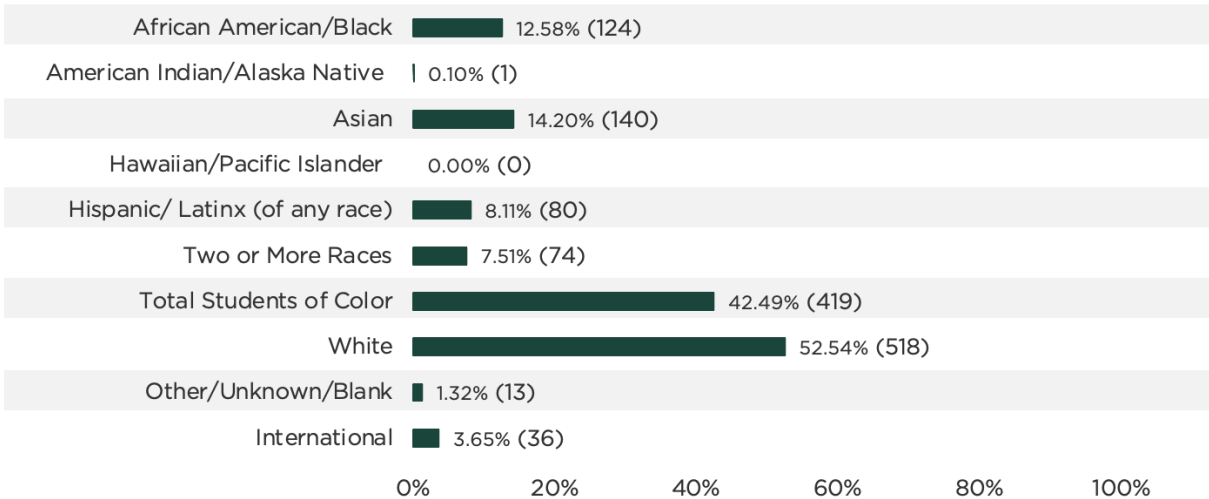
Fall Enrollment by Race and Ethnicity | Fall 2021

College of Human Medicine



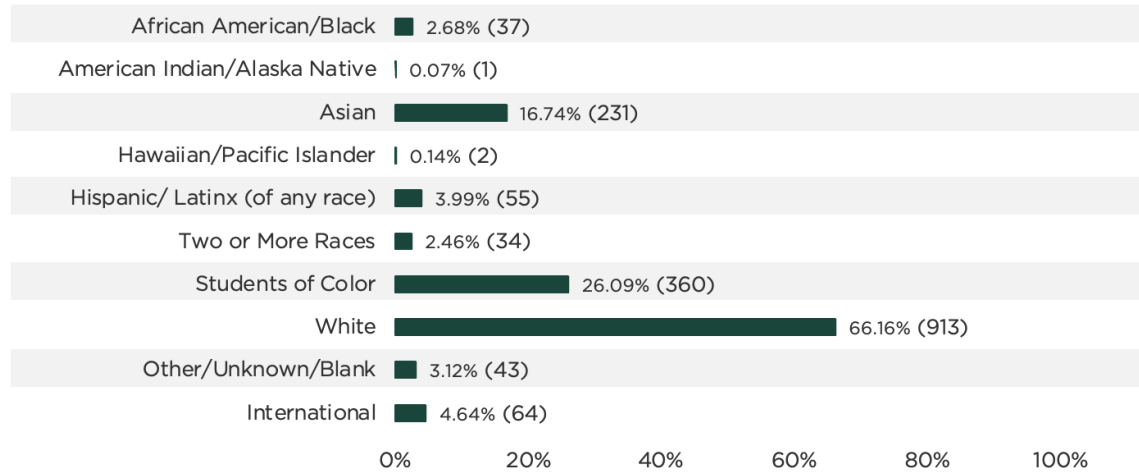
Fall Enrollment by Race and Ethnicity | Fall 2022

College of Human Medicine



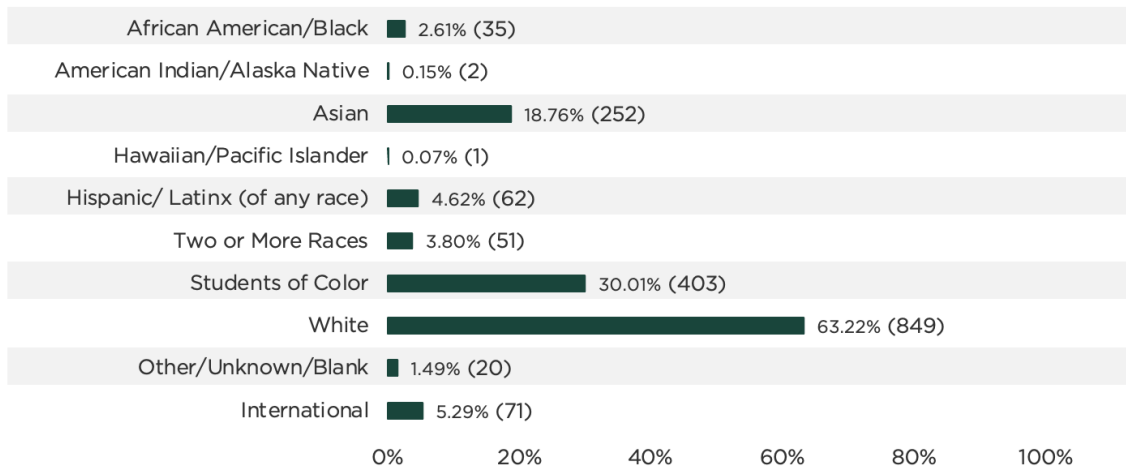
Fall Enrollment by Race and Ethnicity | Fall 2021

College of Osteopathic Medicine



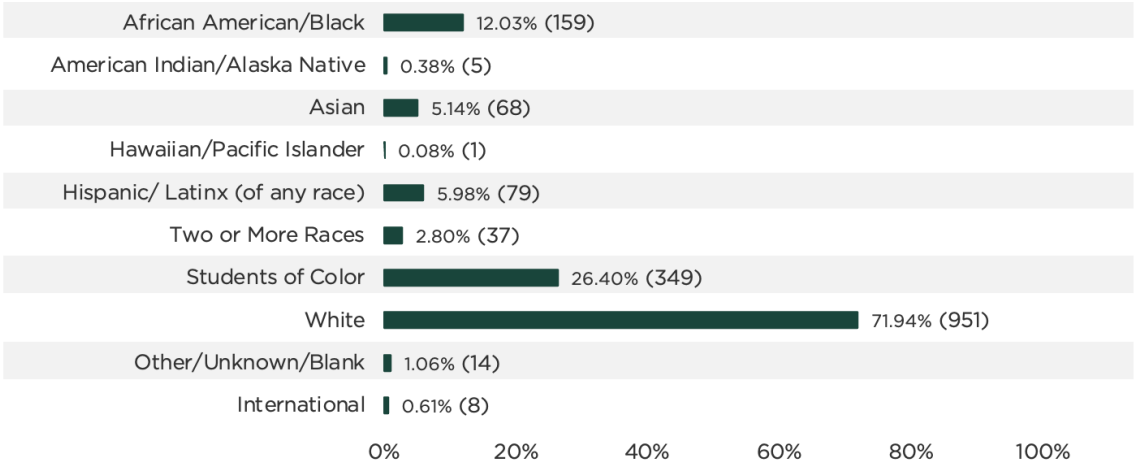
Fall Enrollment by Race and Ethnicity | Fall 2022

College of Osteopathic Medicine



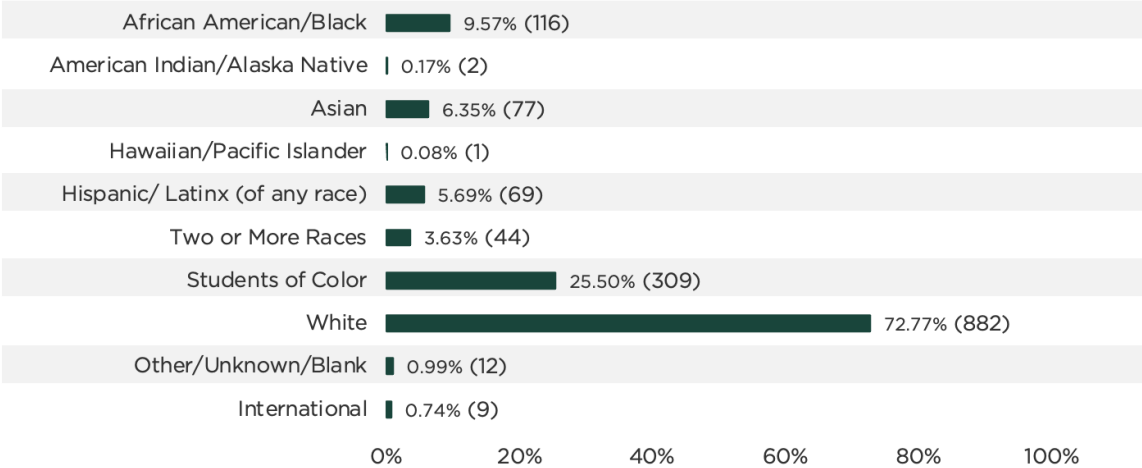
Fall Enrollment by Race and Ethnicity | Fall 2021

College of Nursing



Fall Enrollment by Race and Ethnicity | Fall 2022

College of Nursing



Metric: Henry Ford Health + MSU Health Sciences partnership productivity

Henry Ford Health + MSU Health Sciences is fueling innovation and discovery through an academically and clinically integrated network of health care providers, scientists, academics and public health practitioners.

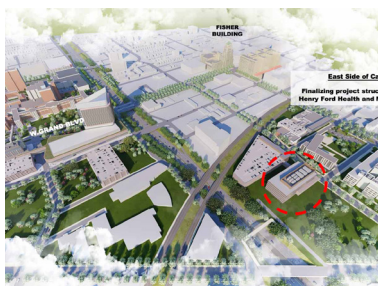
130

proposals submitted to NIH totaling

\$282,000,000

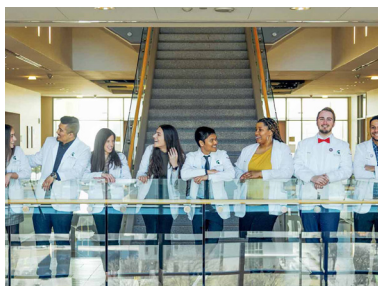
in grants requested under the partnership

Key initiatives



Partnership builds workforce in Detroit

MSU is investing in Detroit through the Henry Ford Health + MSU Health Sciences partnership planning for a new, state-of-the-art research facility. This new facility will expand research in cancer and health disparities, fueling innovation and discovery through traditional and novel approaches by integrating teams of doctors, nurses, scientists, academics and public health practitioners. It will help create an innovation district in Detroit that brings together industry, community and academia to spur economic uplift and opportunity. In addition, the number of MSU medical students has expanded across all Henry Ford Health sites — 18 student slots at College of Human Medicine’s new Detroit campus and 20 new slots for College of Osteopathic medicine students. MSU’s accelerated Bachelor of Science in nursing program is expected to double its size in the coming year.



Expanded public health efforts in Flint

MSU is investing in hiring health care workers in Flint. The establishment of MSU’s first fully philanthropically named department — the Charles Stewart Mott Department of Public Health — allows the direct hire of tenure-track faculty, a key factor in attracting and retaining a core of National Institutes of Health-funded researchers, enticing talented early career investigators and encouraging community-participatory research interventions. This has resulted in 126 new university employees in the community and more than 15 new jobs in partnering organizations. In addition, the new department will continue to work on the areas of focus vital to the Flint community as established by the Flint Public Health Research Advisory Committee, including research on behavioral health, chronic disease management and health behavior — all through a health equity lens.



Impactful change to end school gun violence

MSU is working with Safe and Sound Schools to launch a new five-year pilot program to help curb acts of mass violence at schools. With a \$15 million grant from the state of Michigan, the program will establish Prevent 2 Protect, a research-to-practice hub to provide guidance, training and consultation to case management and mentoring services that support high-risk/high-need adolescents and their caregivers.



New home for health education and simulation

MSU is investing in health education by planning for a multimillion-dollar interprofessional health sciences education center. It will expand the university's simulation, anatomy and event facilities; provide a new home to the College of Osteopathic Medicine; and allow enrollment growth in the College of Nursing. The vision for the new facility is to serve these programmatic needs while also energizing collaboration and partnership and providing additional space to other health units, including kinesiology and the College of Veterinary Medicine.

Investment corner

Sustainable Health–related investments for FY23

MSU's investments in advancing health care service and education support our focus on enhancing the quality of life for individuals everywhere through our people, communities, partnerships and innovative thinking.

- Henry Ford Health + MSU Health Sciences partnership – \$3 million base funding
 - o Planning underway for Detroit research building
- Cancer research seed grants for Henry Ford Health + MSU Health Sciences partnership – \$1 million
- Health Sciences Education Building investment – \$10 million for planning new building
 - o Includes gift for a simulation center – \$2 million

Additional highlights

- College of Agriculture and Natural Resources and Broad College of Business received a \$10 million grant to create more sustainable and equitable food systems in the Midwest United States and beyond in the face of disruptions such as climate change, pandemics and foodborne pathogens.
- MSU Health Care and Health Alliance Plan, or HAP, launched their first joint product: HAP MSUHC Medicare (HMO), designed to improve senior health across the state.
- College of Human Medicine produces about \$300 million in economic activity in Grand Rapids annually.
- College of Osteopathic Medicine welcomed the inaugural class of the Physician Assistant Medicine program leading to a Master of Science degree in PA medicine.



Stewardship and Sustainability

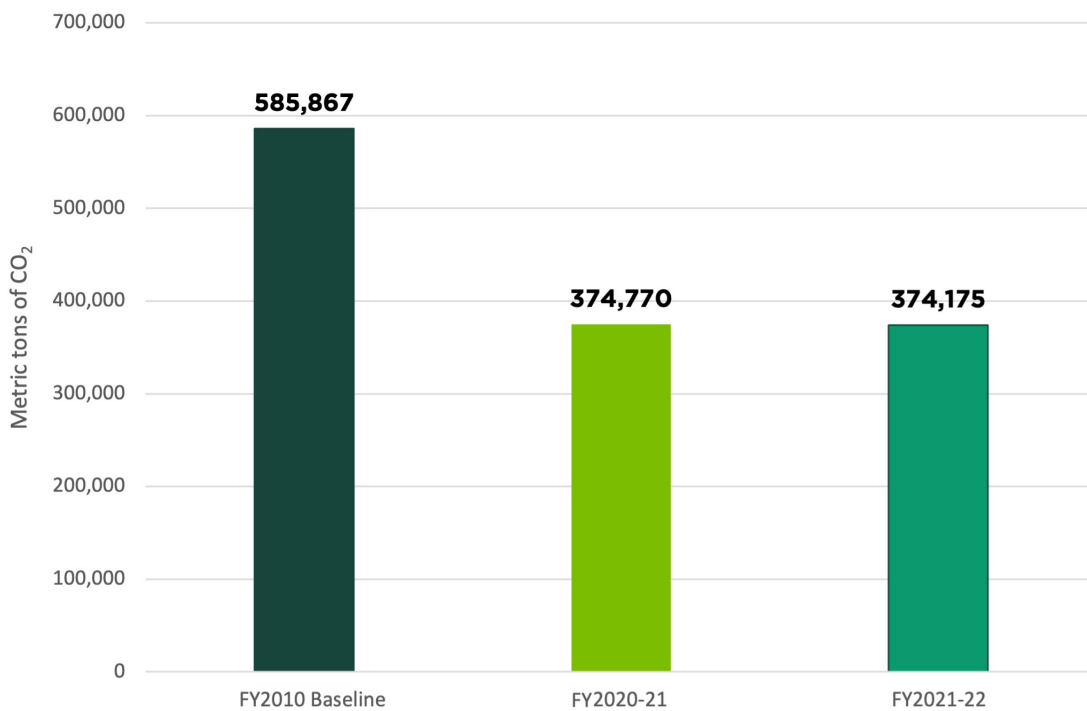
Provide exemplary stewardship of institutional resources to foster the long-term sustainability of MSU and its high-quality education, research and outreach and engagement programs.

Key metrics

Metric: Reduce greenhouse gas emissions

MSU has established a goal of cutting greenhouse gas emissions to 292,934 metric tons of CO₂, a 50% reduction from the 2010 baseline of 585,867. The university is making steady progress, with a 36% reduction achieved to date from the 2010 baseline.

East Lansing campus greenhouse gas emissions



Metric: Times Higher Education Impact Rankings

The Times Higher Education Impact Rankings honor the commitment universities around the world make in the communities in which they operate, specifically looking at themes of poverty, inequality, climate change, environmental degradation, peace and justice. MSU is recognized for its global partnerships and efforts to help restore and conserve ecosystems.

No. 2

U.S. Ranking, 2023

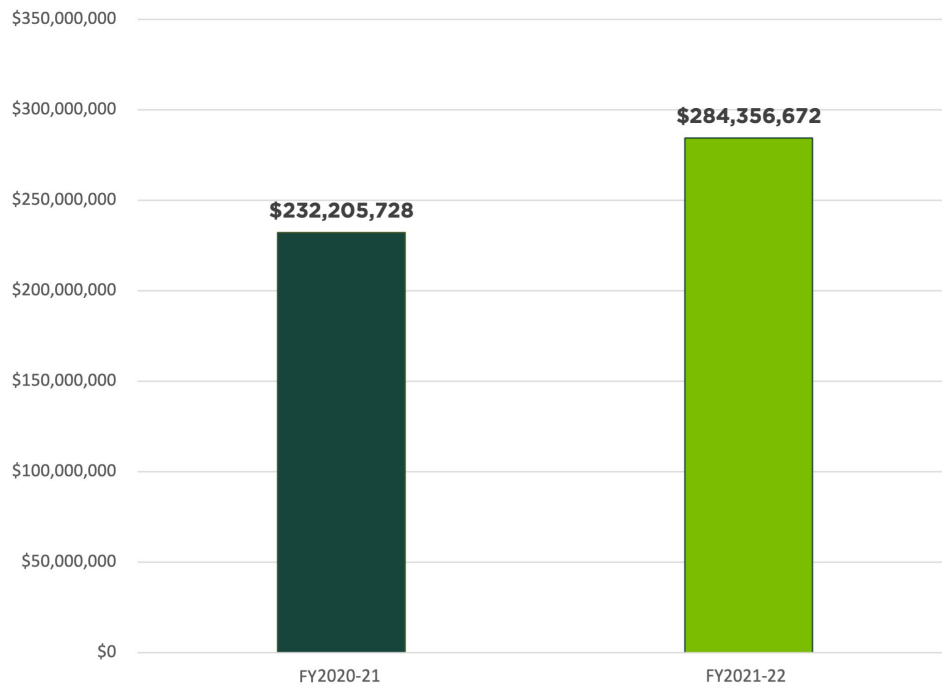
No. 26

Global Ranking, 2023

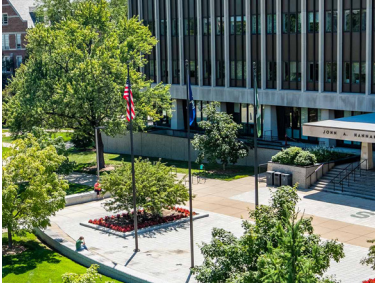
MSU was ranked above No. 100 in 2021, the first year the university participated in this ranking.

Metric: New gifts and commitments annual amount

Through the generosity of alums and friends, MSU raises money via annual new gifts and commitments.



Key initiatives



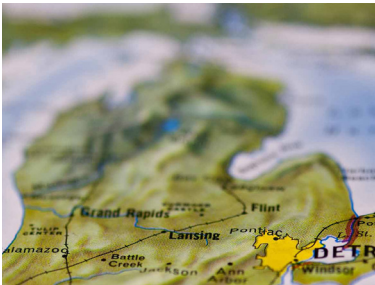
Financial management transformation

MSU is transforming its financial planning process with the inaugural all-funds budget for FY23, building on a thorough review of its financial organization and operations. A request for proposals has been released for development and implementation of a common platform to facilitate budget development reform. A committee is being established that includes a wide variety of individuals from varying parts of campus to ensure selection of a tool that supports stakeholders' needs.



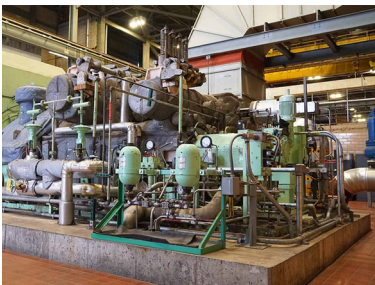
Road map for future campus planning

MSU is planning for the future. Phase three of the comprehensive campus planning process is underway. Virtual reality innovations allow the MSU community to see and experience the proposed future of campus prior to a final recommended plan moving forward to MSU's Board of Trustees later this year. The final plan approved by the board will serve as a road map guiding MSU's future campus and statewide facilities composition for the next generation.



Project MOON-Light

MSU is addressing equitable access to high-speed internet in Michigan. With support of a \$10.5 million grant from the National Telecommunications and Information Administration's Broadband Infrastructure Program, MSU and Merit Network launched the Michigan Open Optical Network - Leveraging Innovation to Get High-Speed Technology, or MOON-Light. The program will help address critical infrastructure gaps by enabling technologically advanced, middle-mile fiber optic infrastructure across the state. This will allow interconnecting local internet service providers to bring affordable, robust, high-speed broadband internet to homes and businesses in underserved and unserved areas. MOON-Light is one of the first next-generation infrastructure projects of its kind in the country.



Reducing carbon emissions

MSU is reducing its carbon footprint. A new natural gas-fired steam boiler at MSU is supplying up to 200,000 pounds per hour of steam output to campus for building heating and cooling. While physically smaller, the new boiler is more efficient and flexible than the older boilers, giving the university the ability to reduce emissions and expenses without compromising reliability. With this and other projects, the university received \$1.5 million in energy efficiency rebates from Consumers Energy to support current and future projects. In addition, with support from a public-private partnership with the state of Michigan and Consumers Energy's PowerMIFleet program, the university will grow its electric vehicle fleet by at least 369 vehicles during the next decade.



Technology modernization

MSU is providing the resources needed to succeed in today's digital landscape, improving user experience and lowering operational costs. The Identity and Access Management Modernization Program aims to deliver an infrastructure that can support the nearly 720,000 unique MSU system users, promote inclusivity and provide timely, accurate access to resources. MSU is also updating its network to increase capacity, reliability and security. The university has recently upgraded 19,000 pieces of network-related equipment with new pieces that have an average lifespan of six years.

Investment corner

Stewardship and Sustainability–related investments for FY23

Sustainability happens at the intersection of environmental, economic and social responsibility. Our investments demonstrate good stewardship for our campus community and beyond.

- Network modernization program – \$5.5 million
- Energy conservation – \$3.7 million

Additional highlights

- Department of Police and Public Safety is establishing the Security Operations Center providing continuous monitoring for more than 2,000 campus security cameras and a central location for electronic access control to all buildings.
- Office of Audit, Risk and Compliance developed a policy library cataloging university policies and procedures into a single online resource.
- Office for Civil Rights and Title IX Education and Compliance completed a process improvement initiative to identify and execute a standardized reporting system with metrics and a new comprehensive case management system as well as additional staffing changes.



Diversity, Equity and Inclusion

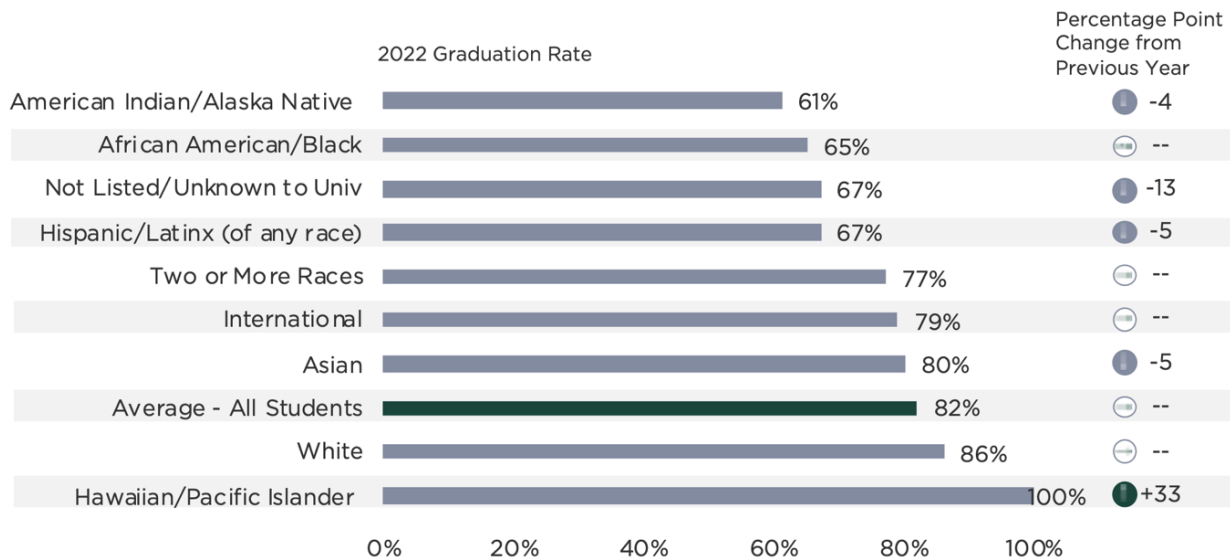
Become a national leader in increasing diversity, promoting inclusion, ensuring equity and eliminating disparities on our campus and beyond.

Key metrics

Metric: Race and ethnicity opportunity gaps across all subgroups of students

MSU is working to advance equity by eliminating race and ethnicity opportunity gaps across all subgroups of students by 2030. Initiatives addressing and supporting this goal are evident in many areas of this report, particularly within the Student Success section. While data in the graphic below reflect racial and ethnic diversity, multiple factors such as disability, first-generation, socioeconomic and veteran status — along with others — are considered when supporting student, staff and faculty success.

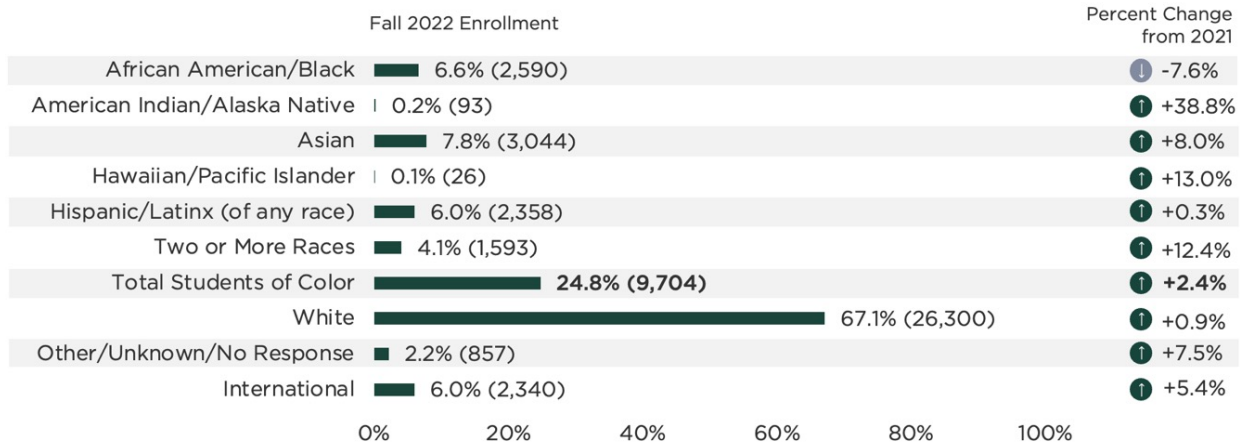
Graduation Rates by Race and Ethnicity and One Year Percentage Point Change



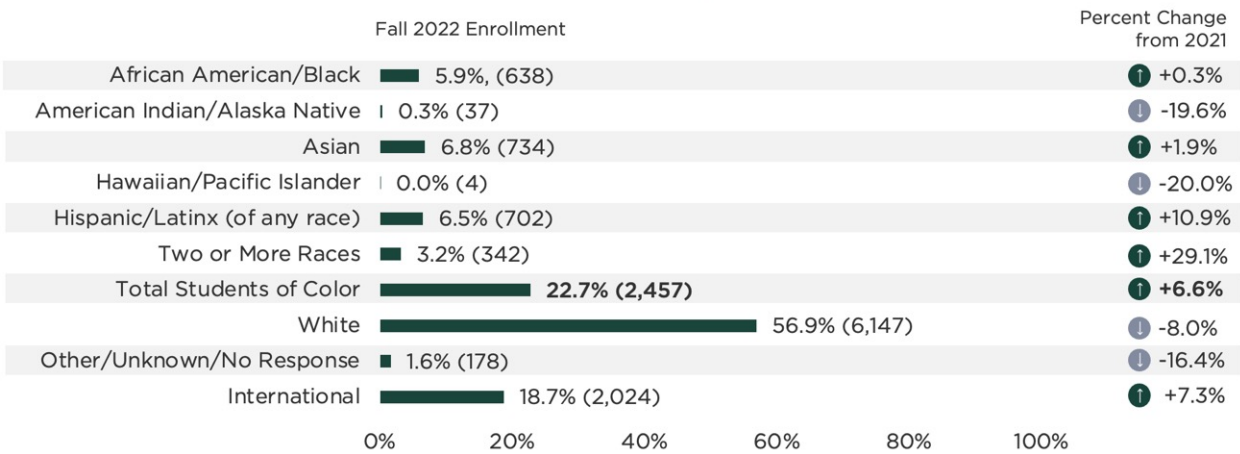
Metric: Total enrollment of students of color at undergraduate and graduate levels

MSU is dedicated to providing opportunity through education and to building the future of Michigan and the nation with the talent and contributions of individuals from all backgrounds and communities.

Undergraduate Fall Enrollment | Fall 2022



Graduate and Professional Fall Enrollment | Fall 2022

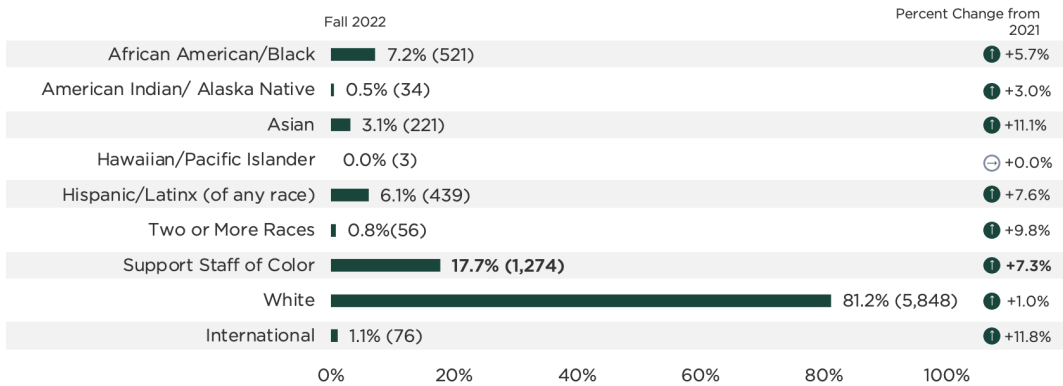


The official enrollment total for an academic year is established at the beginning of the fall semester.

Metric: Total number of support staff of color

MSU is working to recruit, retain and expand career development for staff with diverse backgrounds.

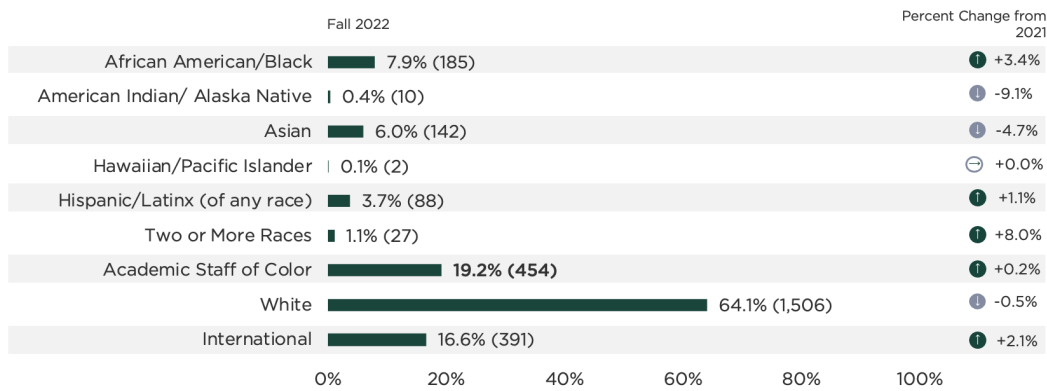
Support Staff by Race and Ethnicity | Fall 2022



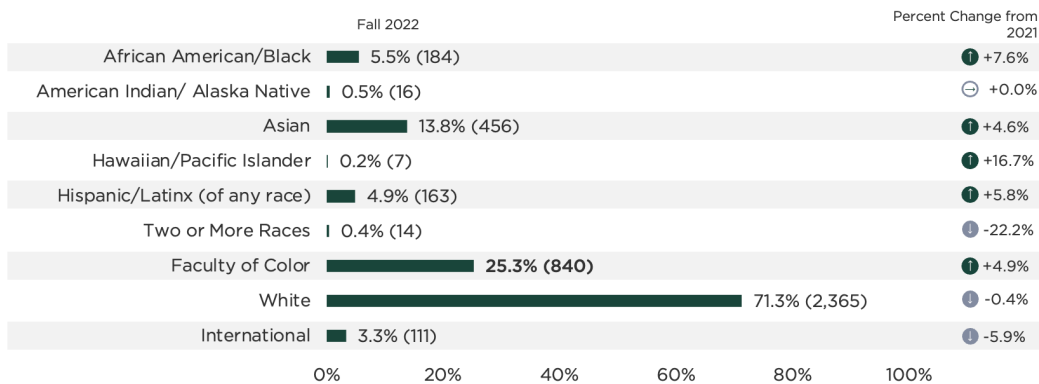
Metric: Total number of academic staff and faculty of color

MSU is committed to dramatically increasing MSU academic staff and faculty who make significant contributions to advancing social justice and ethics, ensuring equity, addressing disparities and empowering communities through scholarship and engaged research.

Academic Staff by Race and Ethnicity | Fall 2022



Faculty by Race and Ethnicity | Fall 2022

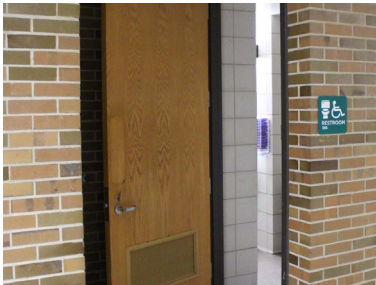


Key initiatives



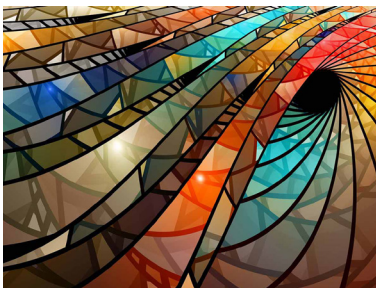
Name, gender and pronoun data integration

MSU is improving the all-gender experience. Based on recommendations from a work group consisting of MSU students, staff and faculty, the university is establishing standards regarding the collection and consistent use of name, gender and pronoun data of students, staff, faculty, alums and donors. When fully implemented, users will be able to select from inclusive options across all campus data systems that identify individuals (name, pronoun, honorific, etc.) or collect demographic data (legal sex, gender, etc.). This enables users to list their identities as accurately as possible and gives them the ability to decide how they want to be represented, while maintaining privacy.



All-gender inclusive restroom design study

MSU is investing in inclusive restrooms on campus. As part of the All-Gender Restroom Design Study, MSU has created a locator map of all-gender restrooms available throughout the main East Lansing campus. This tool helps ensure students, employees and visitors can easily find restrooms that support their gender identity. By clicking on a pin on the map, users will see additional information, including the restroom's location and accessibility. Since the map's creation, it has been viewed more than 12,000 times.



Revised Religious Observance Policy

MSU is improving student and employee experience with updates to its Religious Observance Policy, following a recommendation by a committee comprising MSU students, staff and faculty. The revisions require faculty and academic staff to make accommodations for students who miss classes for religious days. A religious observance calendar was developed to assist in planning course syllabi. Additionally, MSU recognizes that university holidays do not always align with the diverse religious and multicultural practices of its community members and now provides employees two additional days of personal time to use flexibly each calendar year.



New multicultural center

MSU is making history by constructing the university's first freestanding multicultural center. Calls for a freestanding multicultural center on MSU's campus date back to the Civil Rights Movement when protests were sparked by the demands of Black students for increasing racial and ethnic representation on campus. The \$38 million stand-alone building, slated to open in fall 2024, will provide a culturally rich and welcoming environment that promotes intellectual curiosity through learning and sharing experiences.



Including DEI in the reappointment, promotion and tenure process

MSU has integrated consideration of efforts related to diversity, equity and inclusion in the reappointment, promotion and tenure process. Applicants are encouraged to provide evidence of related activities and accomplishments in the context of research and creative activities, teaching, service, outreach and engagement. The university also worked to integrate consideration of diversity, equity and inclusion-related efforts in the review and promotion processes for all faculty and academic staff.

Investment corner

Diversity, Equity and Inclusion–related investments for FY23

Investments in our students, faculty and staff are a commitment to their success and MSU’s national leadership in this area.

- 1855 faculty hiring initiative – \$2 million base funding
- Multicultural center – \$38 million

Additional highlights

- College of Agriculture and Natural Resources, MSU Extension and Migrant Student Services recognized the first cohort of farmers and farmworkers who participated in La Cosecha, an educational program for new farmers and ranchers that supports successful Latino/a farm ownership through tools and training.
- College of Law received a grant from AccessLex Diversity Pipeline Intervention Grant Program to help launch a four-week summer immersion program supporting and preparing college students and recent graduates who wish to apply for law school.
- College of Music has expanded access to early childhood music education to 90 sites across Detroit with the support of a \$1 million gift from MSU Federal Credit Union.
- Residential College in the Arts and Humanities and College of Arts and Letters launched a new living-learning community for first- and second-year students in arts-related majors; residents living in Snyder-Phillips Hall will have unique access to more than 20 art and creative spaces across campus.
- College of Social Science celebrated the 25th anniversary of the Chicano/Latino Studies program.
- College of Social Science created the Youth Equity Project to discover and suggest ways to improve the lives of youth across Michigan and to inform practitioners and policymakers of opportunities to remedy disparities.

Responding with Care

The MSU community experienced violence at Berkey Hall and the Union the evening of Feb. 13, 2023. Three students were killed and five were critically injured.

In the days and weeks that followed, leaders, first responders and health care professionals provided resources, support and assistance for those impacted. From educational assistance to mental health care, the university community worked diligently to address each other's needs during that difficult time.

The strength of the MSU community and its intrinsic motivation to support and uplift one another demonstrated Spartan resiliency. The act of violence will not define MSU. Rather, that time will be remembered for the response and commitment to caring for each other and MSU's collective safety and well-being.

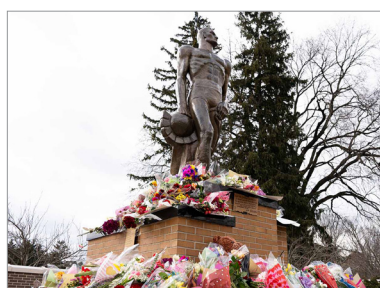


Mental health support

University Health and Wellbeing organized mental health support resources through Counseling and Psychiatric Services, the Employee Assistance Program, the Department of Psychiatry and other community providers. This collaborative effort provided more than 21,000 mental health support touchpoints for students and employees.

More than 5,000 Spartans engaged in art-centric activities as a way to heal and recharge. The opportunities included free Wharton Center performance tickets, gatherings at the Broad Art Museum and community walks at the Beal Botanical Garden. Additionally, there were more than 100 visits from emotional support animals, including therapy dogs, and the Department of Forestry offered guided nature walks.

MSU continues to provide expanded mental health services to the Spartan community through its on-campus resources and mental health partners like Uwill, MSU Health Care Psychiatry and ThrivingCampus.



Academic support

As the university returned to learning and research, leaders stood up resources to support faculty. Just three days after the violence, leaders organized a webinar for faculty to help guide them and our institution through the challenges of returning to the classroom. This webinar was attended by more than 1,000 faculty and remains available for others to reference online. The Office of the Provost also developed a six-step approach to starting class and provided academic advisers a trauma-informed response training in recognition of their critical frontline role with students.

Students were also provided with accommodations and resources to support their academic progress. MSU offered most students the opportunity for credit/no credit grading options and faculty were asked to provide flexibility on assignment deadlines.