



MSU 2030

Empowering Excellence, Advancing Equity
and Expanding Impact

Strategic Plan Implementation Update
June 2024



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UNIVERSITY



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Strategic planning provides a vital, flexible road map to guide Michigan State University in pursuing our highest aspirations, furthering our land-grant mission and living our institutional values.

Through such planning, we can be even more strategic, bold and people-focused in the furtherance of our institutional mission to advance knowledge and transform lives.

One of the key questions I have asked during my listening and learning tour of Michigan State's academic and administrative units is how leaders are aligning their work to the MSU 2030 strategic plan. It has been inspiring to hear about the creative ways colleges, departments and units are pursuing our strategic goals.

It is important to regularly revisit any plan to determine where progress is being made and where work still needs to be done to reach objectives. In this third annual report on Michigan State's strategic plan progress, we take stock, as well as highlight connections between strategic themes, showing just a few of the ways these linkages create synergy to advance our objectives and strategic goals.

We are continuing to build on Michigan State's rich land-grant traditions while becoming more contemporary in preparing the next generation for the challenges of the 21st century. This includes further strengthening our university's commitment to interdisciplinarity because of the complexity of the world's grand challenges, including climate change, health and social equity.

MSU 2030 is supported by more targeted plans focused on our priorities in advancing diversity, equity and inclusion and on reducing relationship violence and sexual misconduct. Through this inclusively developed planning framework, we will continue to maximize the university's impact and help make it a place that feels safe, welcoming and supportive to all.

As Michigan State's strategic plans underscore, our people are the beating heart of the institution, and their success will drive the university's ongoing success and growing reputation for excellence. I invite you to view the progress we have made across our strategic themes in this latest progress annual report.

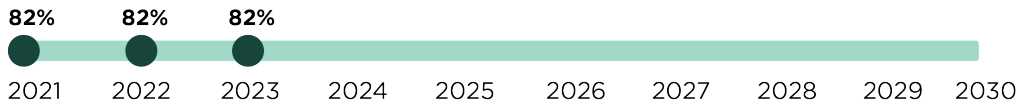
Sincerely,

Kevin M. Guskiewicz, Ph.D.
President
Professor, Department of Kinesiology

Lead Metrics



Graduation Rate

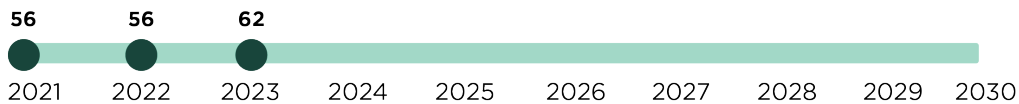


Goal

86%



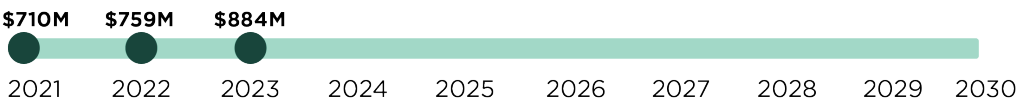
Prestigious Awards



64



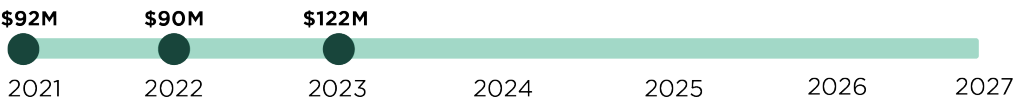
Research Expenditures



\$1B



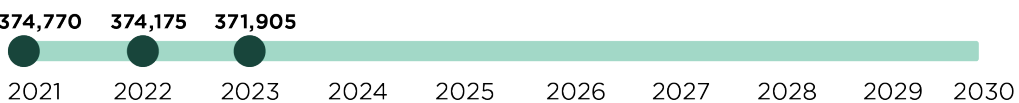
NIH and CDC Expenditures



\$270M



Greenhouse Gas Emissions*

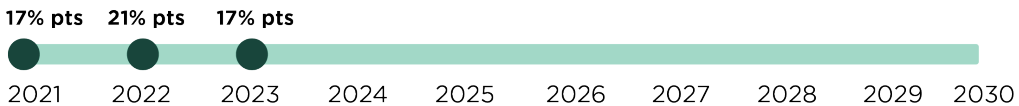


292,934

* 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. 27) 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.

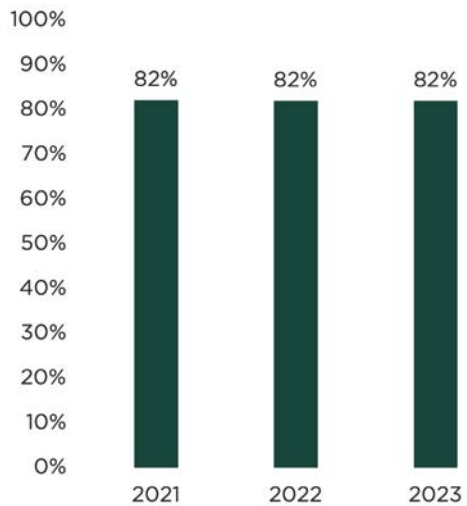
Key metrics

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.

Six-Year Graduation Rate

Goal of 86% by 2030



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 (2019-2023).*

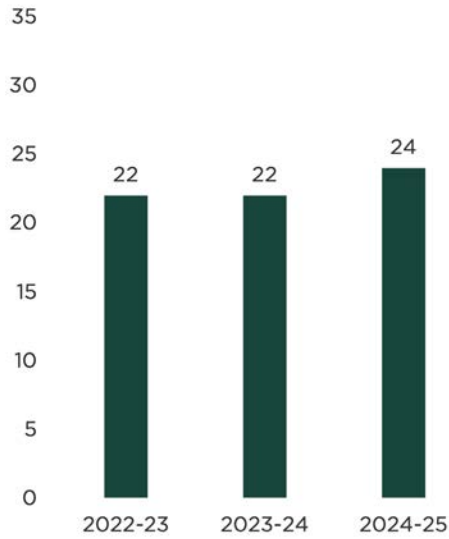
*Of graduates who responded to the survey as well as other data sources such as the National Student Clearinghouse, internal MSU systems and public sources such as LinkedIn.



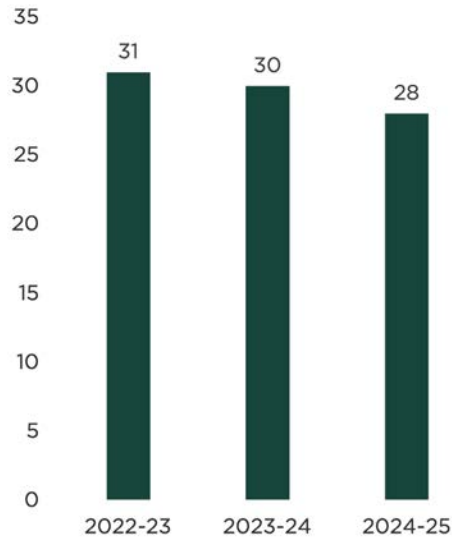
Metric: Number of consistently highly ranked graduate programs and concentrations

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.

Top 10



Top 25

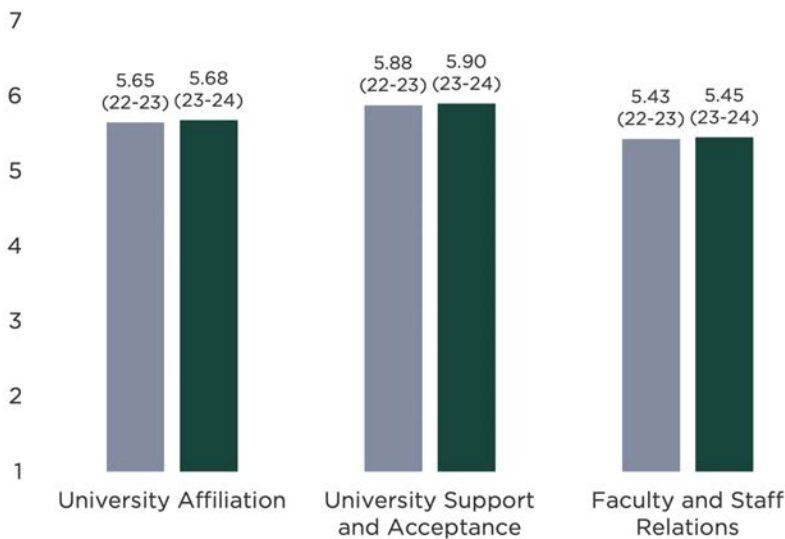


Metric: Student sense of belonging

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).

Sense of Belonging

Mean respondent answer on a seven-point Likert scale.



Key initiatives



Focus on first-gen

Expanding on the success of the inaugural First-Generation Appreciation Week, MSU now offers First-Gen Fridays, a monthly discussion series designed to increase sense of belonging for first-generation students, faculty and staff. A new First-Gen Coordinating Council will make recommendations to enhance university policies and processes related to these students. In addition, the First-Generation Leadership and Innovation Vanderploeg Scholars program expanded its offerings to include a summer transition experience, peer mentor program and first-year seminar course.

Spartan One-Stop

The goal of Spartan One-Stop is to support student success by reducing the administrative barriers students face while navigating their enrollment, financial aid, and tuition and billing needs. When it opens on the first floor of the Hannah Administration Building, Spartan One-Stop will bring together staff with expertise in these areas from the Office of the Registrar and the Office of Financial Aid and Student Accounts. These centrally located resources will be able to resolve most enrollment or billing account inquiries that arise for students and families.



Care and Intervention Team

Consisting of university personnel from a variety of units with expertise in student affairs, mental and physical health, student conduct, human resources and law enforcement and campus safety, the Care and Intervention Team helps ensure a safe, supportive physical and emotional environment at the university. The recently established team uses a collaborative and proactive approach to identify, assess, intervene in and prevent threats to the safety and well-being of the MSU community. The process of coordinating responses and, most important, intervention aims to produce timely and effective ways to support the community.

Financial aid for in-state students

The Spartan Tuition Advantage program is expanding college access and affordability for Michigan residents. Beginning with the fall 2024 incoming class, it promises to aid qualifying in-state students, covering full tuition through a combination of federal, state and institutional gift aid for up to eight semesters. Qualifying students are Pell-eligible with household incomes of \$65,000 or less.



Exceptional undergraduate experiences

MSU prioritizes and invests in enhancing the full student experience, including significant experiential and co-curricular learning opportunities that elevate students' success during their studies and after graduation. Peer institutions have taken note: In an annual reputation-based U.S. News & World Report ranking, MSU consistently ranks as one of the top public institutions in the nation for service learning, study abroad and learning communities.

Investment corner

Student Success

MSU is investing in student access to higher education, the student living experience on campus and the supportive resources students need to learn and thrive.

- Campbell Hall renewal — \$37 million
- Spartan Tuition Advantage — \$6 million base funding
- Spartan One-Stop — \$2 million



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, 2024

62

Highly prestigious awards

516

Prestigious awards

2,395

Total awards

Metric: Number of national academy members

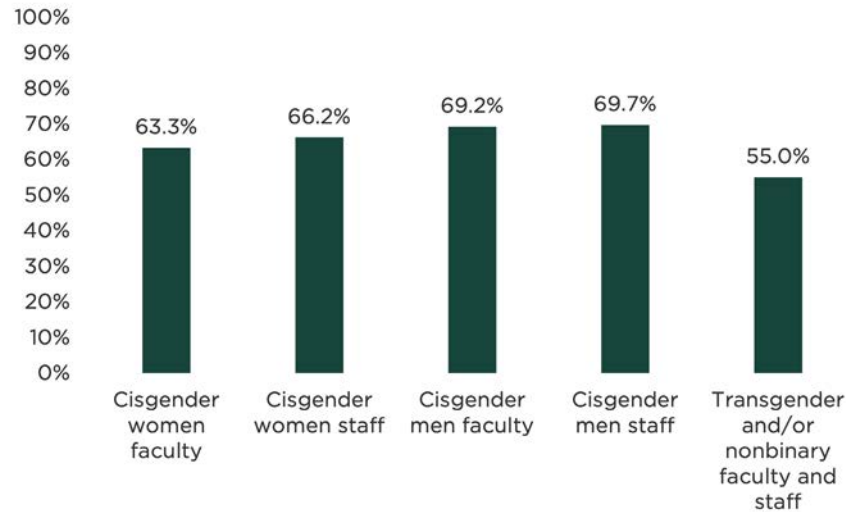
As part of the overall goal to increase prestigious awards, MSU will systematically elevate its number of national academy members across disciplines, increasing from 25 members in 2020 to at least 29 members by 2030.

Academy Name	FY2022-23	FY2023-24
National Academy of Sciences	10	10
National Academy of Engineering	4	4
National Academy of Medicine	1	1
National Academy of Arts & Sciences	5	5
National Academy of Education	4	4
National Academy of Inventors	8	9
Total	32	33

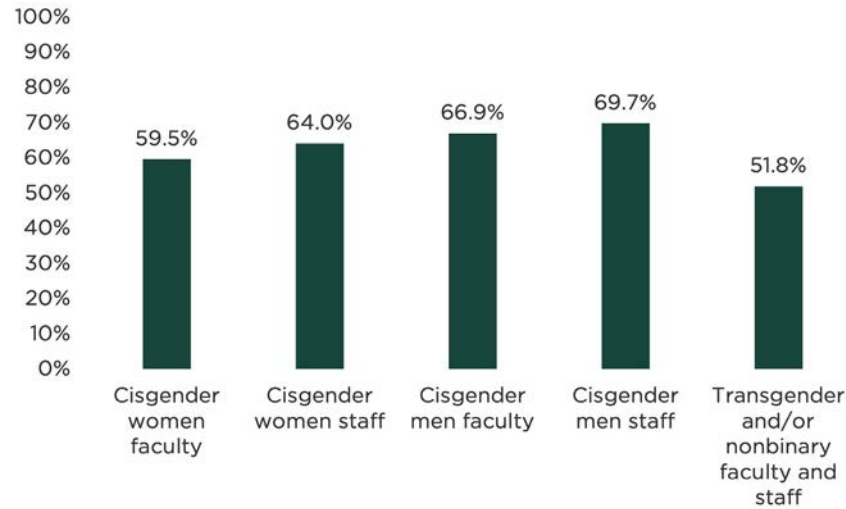
Metric: Employee perceptions of connectedness and inclusive climate

Standardized mean scores by population. Data collected during the 2022 Know More @ MSU Campus Survey is the most recent data available.

General School Connectedness



Perceptions of Inclusive Climate



Key initiatives



New employee orientation

MSU launched a comprehensive new hire orientation program for support staff emphasizing community-building and providing access to essential administrative practices and university systems. This session covers topics including MSU’s history, benefits, payroll, campus safety, parking, policies, and health and well-being, alongside an introduction to employee resource groups and professional development opportunities. Additionally, Faculty and Academic Staff Development revamped its New Administrator Orientation sessions for deans, chairs and executive managers. The program was expanded to allow time to focus on how to better support faculty and academic staff and navigate change.

Compensation study

MSU worked with a contractor to perform a benchmarking study evaluating compensation competitiveness across 40 positions. The goal was to define market values for base salary and total cash compensation at MSU, comparing its pay to market standards and ensuring alignment. The process involved initial planning, data review, position matching and pay competitiveness evaluation. The final report offers insights and actionable recommendations for adjustments to ensure MSU’s alignment with market pay levels.

Bereavement leave

The revised Bereavement Leave Policy extends the number of days available to faculty and academic staff during their time of hardship. It includes an expanded coverage of deaths from traditional affiliations, such as mother, aunt, brother, to a wider coverage of deaths to account for nontraditional family structures. The policy now says that bereavement days apply for the death of a family member as defined by faculty/academic staff but is generally taken to mean a person to whom the faculty/academic staff member has close familial or familial-like ties.



Inclusive recruiting and hiring practices

MSU established new mandatory online training for academic search committees that provides a comprehensive overview of the university’s hiring process and best practices to effectively recruit and evaluate candidates ensuring inclusive, consistent and equitable hiring practices. In addition, a new hiring toolkit for support staff sets a more robust standard in recruitment practices. Central to this toolkit is a dynamic search plan template engineered to foster diversity, equity and inclusion for exceptional staff. A comprehensive recruitment resource guide tailored to reach a broad spectrum of diverse applicants complements the toolkit.

Investment corner

Staff and Faculty Success

MSU's quality depends on its people and their success. The university is making significant strategic investments in the well-being of staff, faculty and postdoctoral research associates.

- Faculty and academic staff salary and benefit increases — \$36.3 million recurring funding
- University Health and Wellbeing — \$3 million

Supporting persistence and inclusive excellence

A key component of the themes for Student Success and Diversity, Equity and Inclusion is retention — the percentage of students returning each year. It is considered a key leading indicator of graduation.

“MSU is a place that invites people from a broad variety of backgrounds to pursue learning and expand their opportunities and abilities to make positive impacts on the world,” says Vice Provost and Dean of Undergraduate Studies Mark Largent. “It’s our responsibility to serve their needs and support them to learn, thrive and graduate.”



MSU has several efforts focused on enhancing persistence. Dedicated teams, such as the Executive Committee on Student Retention and the Operations Retention Group, meet regularly to analyze enrollment and retention data. This helps the university identify gaps, needs and patterns that inform targeted outreach efforts such as a campuswide student departure survey to gather information on why students leave the university.

The goal is to create and implement policy and procedure improvements and build a more dynamic and responsive approach throughout the student journey.

Engaging students in shaping their individual academic journeys and seeing themselves represented across campus are also key in driving retention. The 2023-24 academic year New Student Orientation included updated inclusive programming in the online course as well as new programming as part of the in-person sessions. Additionally, the university engaged underrepresented students to participate in updating the DEI Foundations online education module and the Anti-Discrimination Policy. As part of the Inclusive Campus Initiative, students participated in conversations on data disaggregation, representation, safety and mental health.

“Inclusive excellence includes providing holistic student support and removing barriers to health and financial resources,” says Vice President and Chief Diversity Officer Jabbar R. Bennett. “We aim to create an inclusive and supportive environment that empowers all students to thrive.”



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.

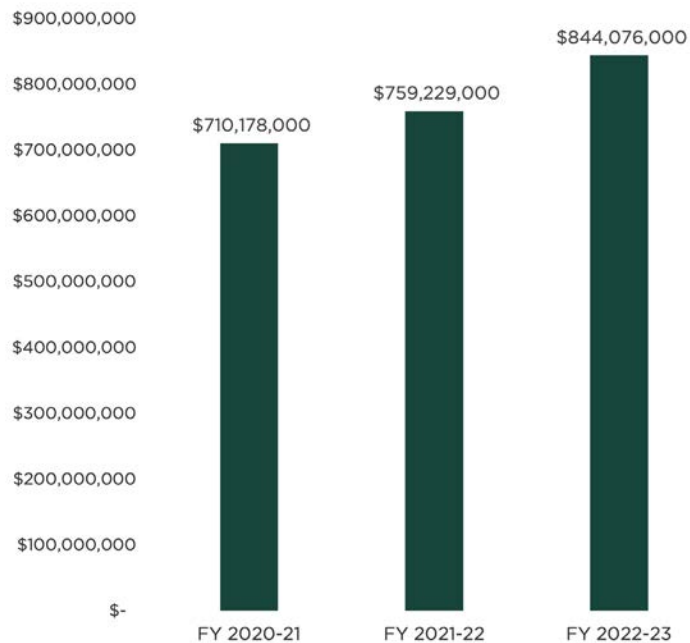
Key metrics

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.

Research Expenditures

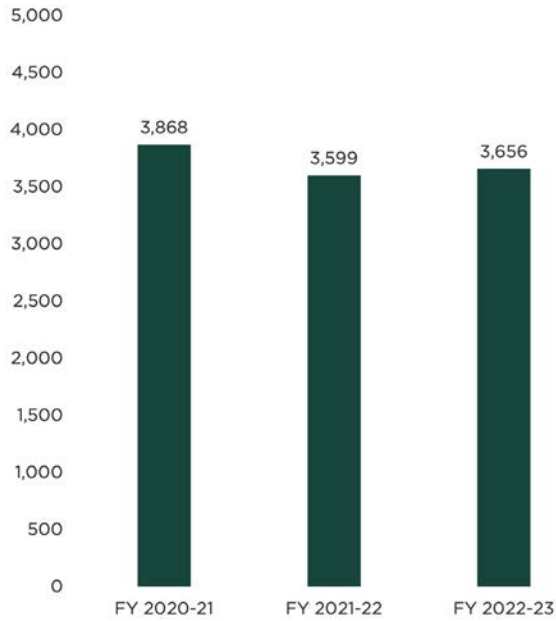
Goal of \$1 billion by 2030



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.

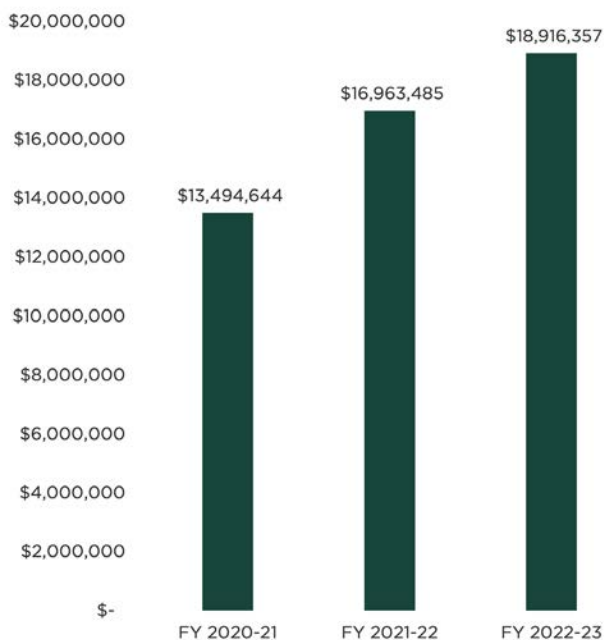
Number of Proposals Submitted



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.

Sponsored Research by Industry Partners



Key initiatives



Water solutions for a changing climate

The MSU Water Alliance brings together nearly 300 faculty experts across the university to find solutions to water-related challenges through research, education and engagement with communities and industries. In addition, MSU researchers were awarded a \$3 million National Science Foundation Research Traineeship. This provides support to train graduate students to be leaders in solving global water issues. The first cohort begins in the fall 2024 semester and includes trainees from engineering, computer science, biology, ecology, public health and social science.

Leveraging FRIB internationally

MSU and the French research organization Centre National de la Recherche Scientifique established the International Research Laboratory on Nuclear Physics and Astrophysics at the Facility for Rare Isotope Beams to unite top researchers from France and the U.S. for fundamental nuclear physics and astrophysics research. It is the first of CNRS's nearly 80 international research laboratories worldwide dedicated to nuclear physics and astrophysics. The United Kingdom Research and Innovation Science and Technology Facilities Council is funding the FAUST (FRIB Accelerated beams for Understanding Science and Technology) instrument with a £3.2M investment to enable new experiments at FRIB.



Focus on long-term climate resiliency

The Agricultural Climate Resiliency Program is a partnership between MSU, the Plant Coalition and the Michigan Department of Agriculture and Rural Development aimed at solving long-term water and climate-related challenges. The competitive grants program gives MSU researchers and Extension educators the opportunity to apply for funding to address issues around soil and plant health, carbon sequestration, efficient use of water and protection of water resources. In addition, the university has launched a hiring process to attract expertise in critical areas of research and outreach necessary to address such grand challenges.

Increasing research opportunities for all

Federally funded training grants at MSU support diversity, equity and inclusion efforts by increasing diversity in training. Since developing new resources and support mechanisms for faculty to apply for these very competitive programs, the number of training grants received is up 20%. These programs also enhance the creation of equitable and inclusive research environments that support the training and career development of every student, postdoctoral fellow and faculty member at MSU. Data from past cohorts indicate that 90% of the students who participate in these programs are accepted to graduate programs at MSU and at other prestigious universities.



Investing in arts

The team at the Broad Art Museum sought to rethink what a visit to an art museum can be with the opening of The CORE – the Center for Object Research and Engagement. Made possible through the largest capital campaign since the museum was constructed, The CORE is providing new ways for the MSU community to experience, interact with and interpret art. In addition, a significant renovation to the MSU Museum will advance it as an integral part of research, teaching and engagement as well as allow the staff to redefine what it means to be an interdisciplinary academic museum in the 21st century.

Investment corner

Innovation for Global Impact

MSU researchers who are engaged in cutting-edge discovery and creative work need state-of-the-art facilities as they generate new knowledge, apply it in practical ways to address complex societal problems and provide rich learning opportunities for the next generation of leaders in critical disciplines.

- Dairy Cattle Teaching and Research Center — \$75 million
- Plant Science Greenhouses renovation and addition — \$35 million
- Biomedical Animal Resources Provision for Large Animal Facility for Imaging and Image-guided Therapies — \$11 million



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. National Institutes of Health and Centers for Disease Control and Prevention research expenditures have increased by 32% between fiscal year 2020-21 and fiscal year 2022-23. Numbers for Henry Ford Health + MSU Health Sciences are not included in the chart because awards were not accepted under the partnership until July 2023 (fiscal year 2023-24); they will be reflected in expenditures as of fiscal 2024-25.

NIH and CDC Expenditures

*Indicates corrected data



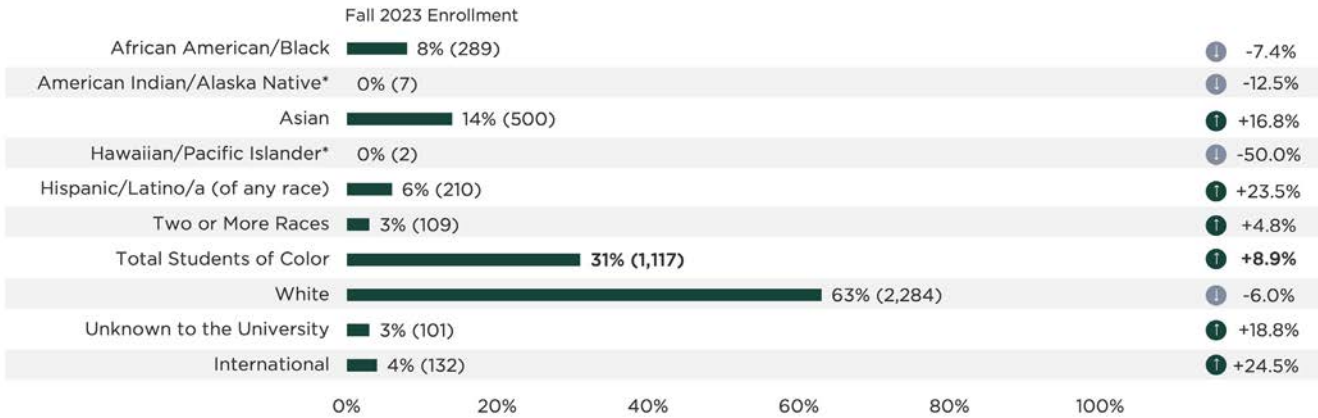
Metric: Enrollment of students of color pursuing human health

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. While the total number of students of color enrolled decreased by 1.2% from the previous year, the total number of students of color enrolled increased by 8.9% across all three human health colleges between 2021 and 2023.

Fall Enrollment | Health Colleges (Human Medicine, Osteopathic Medicine, Nursing)

*small number of students

Percent Change from 2021 (Base Year)



Metric: Henry Ford Health + MSU Health Sciences partnership productivity

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

211

proposals submitted to NIH totaling

\$466,099,152

in grants requested under the partnership

Key initiatives

New research center

Construction is underway on the Henry Ford Health + Michigan State University Health Sciences Research Center, a \$335 million biomedical facility in Detroit. It will be MSU's largest research facility to date, designed to accommodate more than 150 researchers, and it will expand discovery in areas including cancer, neuroscience, immunology and public health. The research center will have dedicated space for MSU and Henry Ford Health researchers, as well as one floor devoted to the Nick Gilbert Neurofibromatosis Research Institute. This will be the first brick-and-mortar institute solely dedicated to neurofibromatosis, bringing unique opportunities for collaboration across the partnership and with researchers around the world.



Novel approach to maternal health

Rx Kids is the first citywide program in the United States to address maternal and infant poverty with the novel approach of unconditional cash allowances to all pregnant moms and babies in the city of Flint. The program aims to eradicate deep poverty among families with infants in Flint by empowering parents with the freedom to choose how best to use the funds to fit their families' needs — whether that be formula, rent, diapers, childcare or any other need. In addition, Rx Kids aims to improve economic stability, housing and food security, health care utilization, maternal and infant health outcomes, child welfare, and family well-being and stress. Other potential impacts include community reinvestment, neighborhood safety, civic engagement, population stability and societal savings.

Affordable access to health care

MSU Health Care joined Nomi Health's employer-directed network to meet the needs of self-funded employers in Michigan. The collaboration is one of the first of its kind, which brings direct and affordable health care options to Michigan employers looking to provide high-quality and affordable care to their employees. By leveraging MSU Health Care's clinical excellence and Nomi Health's proficiency in direct health care solutions, MSU is constructing a blueprint for the future of health care in Michigan — one in which accessibility, efficiency and patient well-being take center stage.



NIH support

The Multilevel Interventions to Advance Maternal Health Equity Center, or MIRACLE, is one of 10 new maternal health research centers funded by an almost \$19 million grant from the National Institutes of Health. Researchers at Henry Ford Health + Michigan State University Health Sciences and Corewell Health will study ways to reduce an alarming number of pregnancy-associated deaths and complications, particularly among Black, Hispanic and rural residents. The center will test multiple community-informed interventions to eliminate the disparities in illness and death that occur during pregnancy and postpartum.

Investment corner

Sustainable Health

The new 293,000-square-foot Student Recreation and Wellness Center will be a modern structure with facilities that address student recreation and fitness needs with an eye toward future development. The facility also ensures MSU meets and exceeds national intramural facility standards.

- Student Recreation and Wellness Center — \$200 million
- Henry Ford Health + MSU Health Sciences partnership research funding — \$3.75 million recurring funding



Achieving health equity through community-engaged research

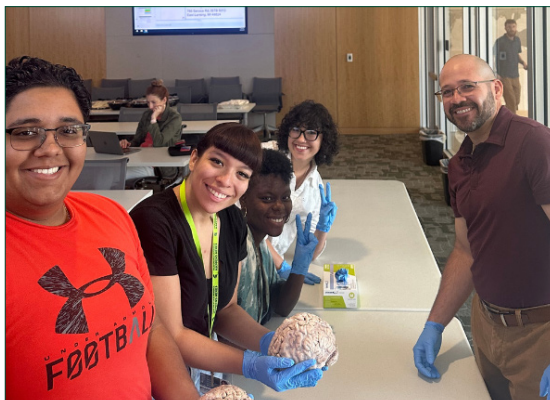
A key component to achieving health equity is engaging and partnering with impacted communities to develop solutions to the challenges they face. In this approach, community members are not merely subjects of research but are actively involved in defining research questions, designing studies, collecting and analyzing data, interpreting results and disseminating findings.

“Involving those most greatly impacted in the research process means results are more likely to be applicable and beneficial to the community and, often, leads to more culturally sensitive and contextually relevant research outcomes,” says Executive Vice President for Health Sciences Norman Beauchamp Jr.

MSU is expanding its partnerships to build on the success of people-centered research and to broaden the university’s expertise.

“Improving quality of life for those we serve is our ultimate goal as a land-grant university,” says Vice President for Research and Innovation Doug Gage. “Working collaboratively across campus and engaging with community partners comes naturally to MSU researchers. This approach accelerates our progress toward sustainable health.”

MSU researchers, along with their partners from Henry Ford Health, and members of MSU Extension and MSU Outreach and Engagement are planning a symposium in fall 2024 to accelerate health equity research. The symposium will serve as a platform for researchers to share insights and best practices, develop collaborations on innovative projects and foster meaningful connections — ultimately leading to additional solutions for sustainable health.



Two researchers in the College of Human Medicine, Heatherlun Uphold and Irving Vega, will lead the symposium.

Heatherlun Uphold focuses on reducing the research-to-practice gap through audience-centered methods of communication and message distribution. She oversaw the development of the first Health Equity Report Card — an online tool that helps people understand the overall landscape of community health by comparing 50 health-related indicators from 26 public sources — for Genesee County and the city of Flint.

Irving Vega is investigating why Hispanic individuals present a higher prevalence for Alzheimer’s disease. In partnership with Hispanic communities in West Michigan, Vega’s team is learning more about the social and economic determinants that may lead to increased risk of cognitive impairment and working to develop strategies for risk reduction.



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.

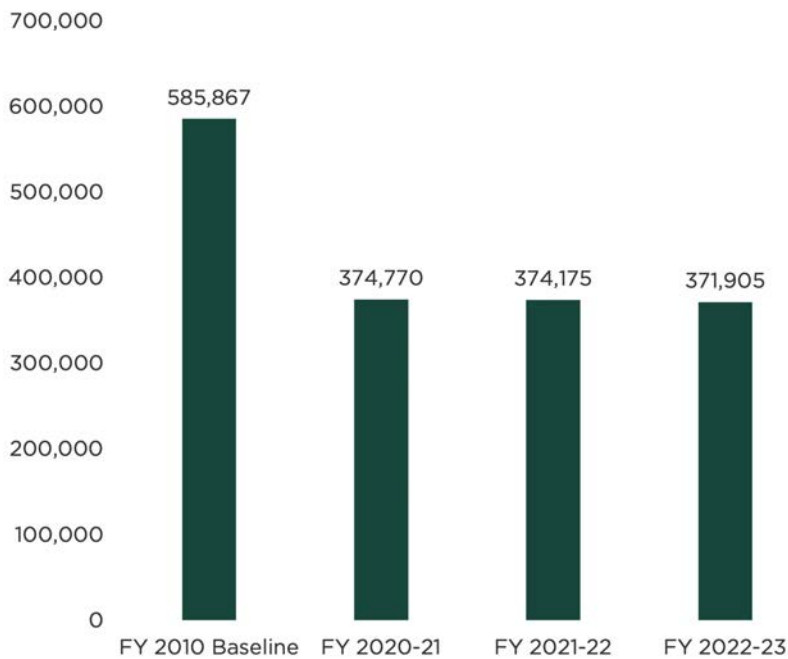
Key metrics

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

As measured in metric tons of carbon dioxide equivalents (MTCDE)



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. 3

U.S. Ranking, 2024

No. 25

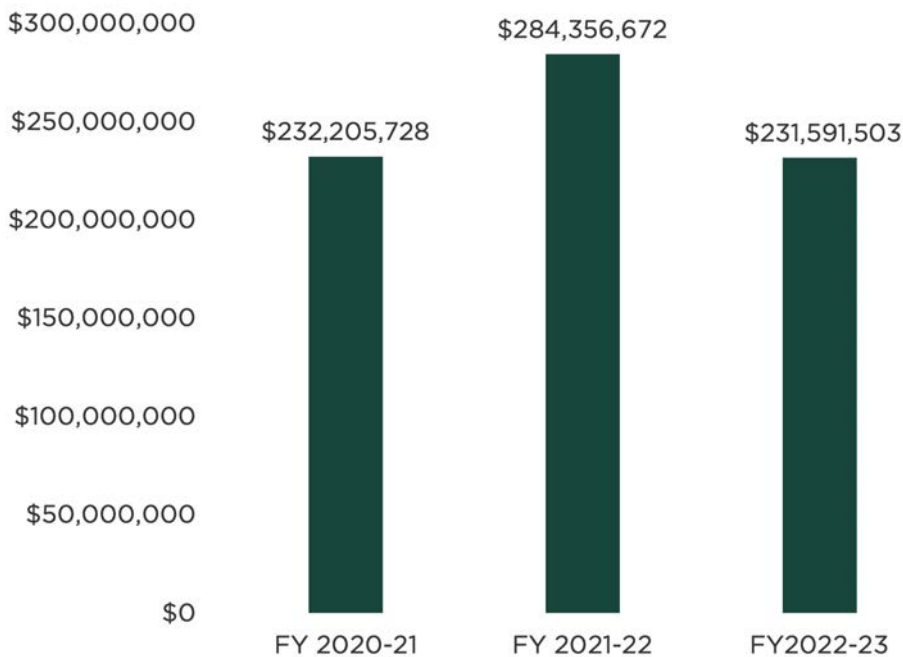
Global Ranking, 2024

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

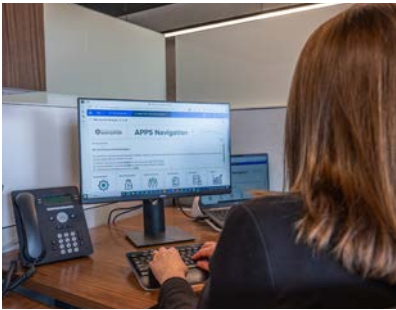
Metric: New gifts and commitments annual amount

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

New Gifts and Commitments



Key initiatives



Improved financial tools

The new Spartan Financial Navigator system is a modern budget and planning tool introduced for the fiscal year 2024-25 budget. The tool allows MSU to develop a long-term financial framework when coupled with the recently implemented all-funds budgeting approach. Additional capabilities to further improve forecasting and analytics are planned for implementation in subsequent years. In addition, the university has engaged external consultants to provide comprehensive review and analysis of internal processes and spending trends to identify areas for institutional improvements.

The future of transportation

In partnership with the Michigan Department of Environment, Great Lakes and Energy; Consumers Energy; and the Capital Area Transportation Authority, MSU installed two direct current, fast-charging EV stations, located at the CATA Multimodal Gateway in parking lot 80 at 1240 S. Harrison Road in East Lansing. Available for public use, the stations can recharge any compatible electric vehicle in under an hour. The location of the stations was determined using research by an associate professor in MSU's College of Engineering.

Increasing supplier diversity

The university is piloting a new tool to improve business inclusion by providing infrastructure that streamlines and enhances processes for strategic sourcing, prospective partner registration and spend reporting. The goal is to increase understanding of market availability, help buyers strategically source and solicit bids for robust bid pools, and allow prospective partners to proactively share their core capabilities and interest in doing business with MSU, as well as build relationships that support diverse outreach and sustainable and socially responsible procurement.

Technology modernization and efficiency

To provide optimal value in a cost-efficient and sustainable manner, MSU redesigned its portfolio management practice and aligned the service portfolio to the Educause service model. This enables industry best practice for optimization, planning and delivery. These initiatives result in resources reallocated from low-impact and redundant technology services to enterprise technology. In addition, the recent retirement of the MSU mainframe, in service since 1981, saved the university \$1 million annually in maintenance and support expenses associated with this infrastructure, and dial-up internet services were discontinued due to low utilization and the availability of more cost-efficient alternatives.



Vision 2050

Vision 2050: An Integrated Facilities and Land Use Plan seeks to embed diversity, equity and inclusion; student, faculty and staff success; and sustainable health in all campus, research and land use activities. It provides a flexible framework of recommendations to guide the campus's physical development for years to come. By completing the plan, MSU has successfully achieved Objective 2 of the Stewardship and Sustainability Theme in the MSU 2030 Strategic Plan. Vision 2050 will now serve as both a near-and long-term guide for campus planning.

Investment corner

Stewardship and Sustainability

MSU is investing in operational practices that reflect sound stewardship, efficiency and sustainability while ensuring those efforts do not compromise the quality, safety or accessibility of its operations.

- MSU Museum infrastructure improvements — \$28 million
- East Lansing campus security upgrades — \$12.2 million
- Spartan Financial Navigator budget planning system — \$1 million



Diversity, Equity and Inclusion

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

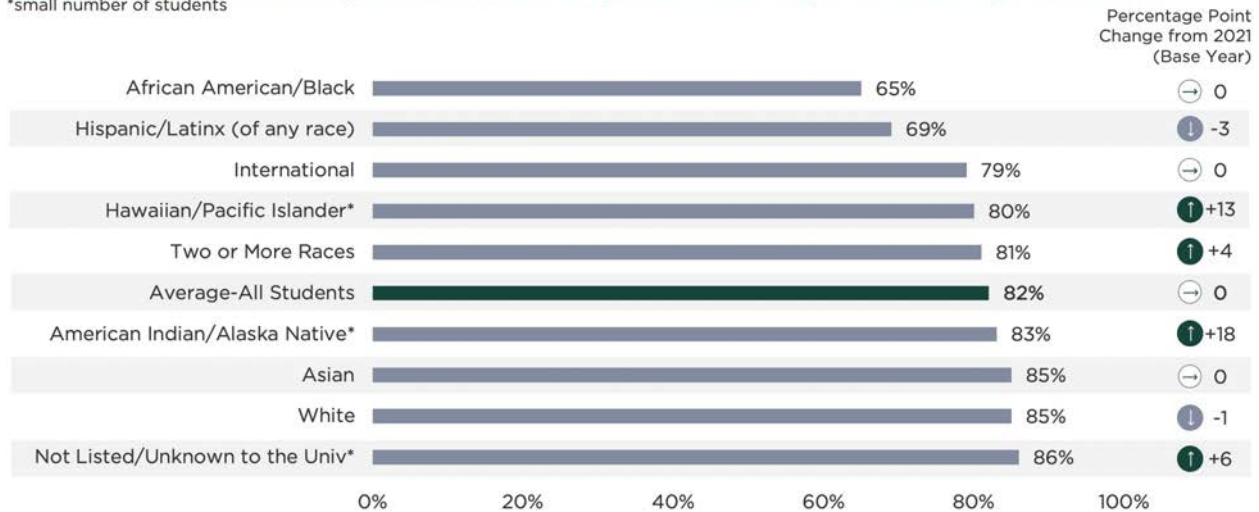
Key metrics

Metric: Closing opportunity gaps across all subgroups of students

MSU is working to advance equity by eliminating 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.

2023 Graduation Rates by Race and Ethnicity and Percentage Point Change from 2021

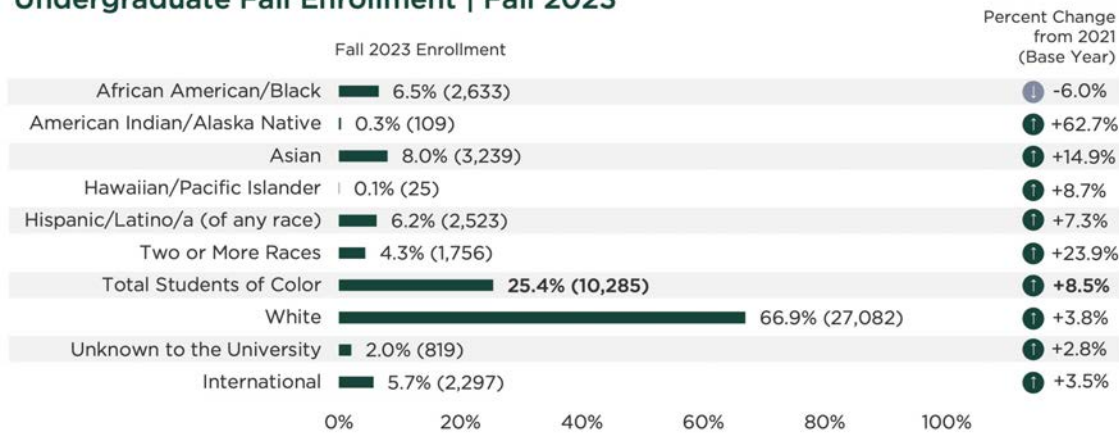
*small number of students



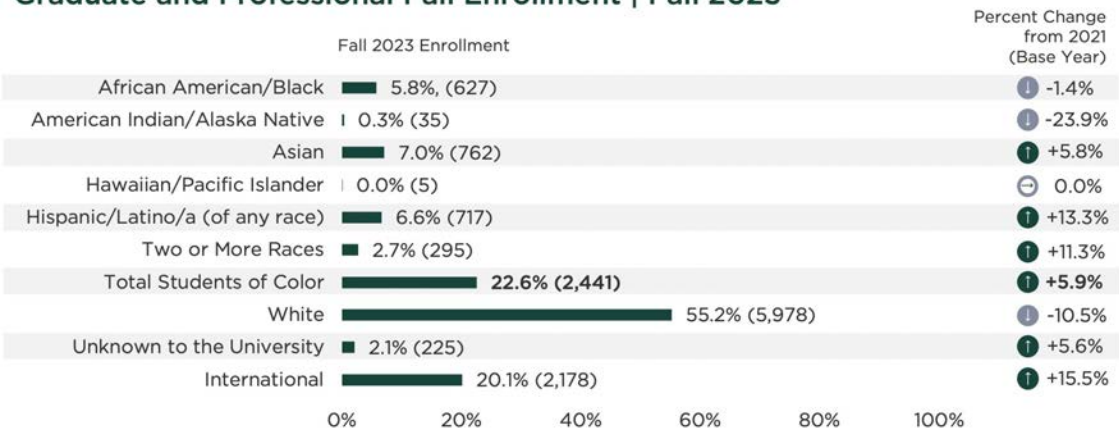
Metric: Total enrollment of students of color at undergraduate and graduate levels

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.

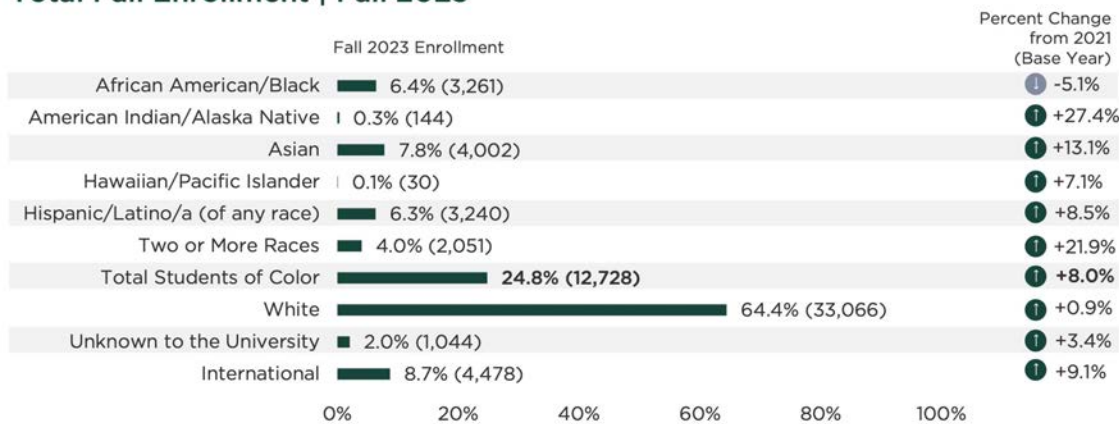
Undergraduate Fall Enrollment | Fall 2023



Graduate and Professional Fall Enrollment | Fall 2023



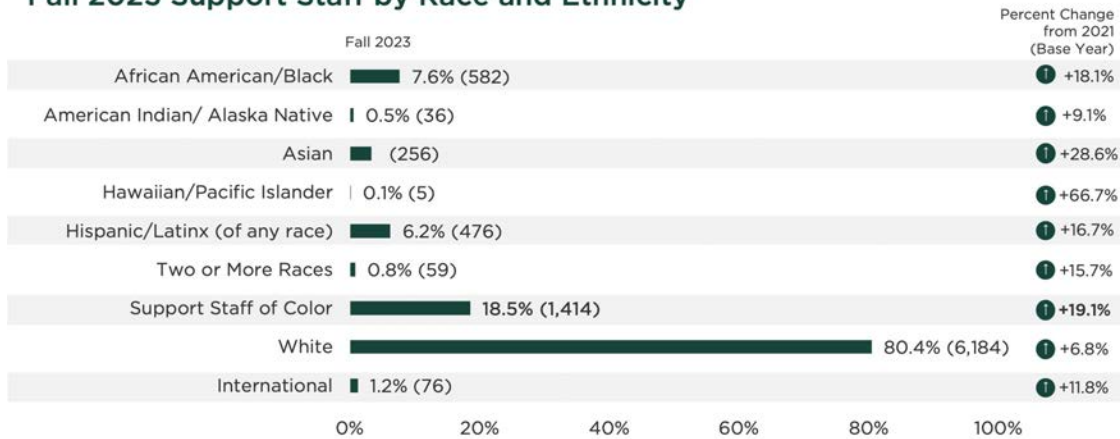
Total Fall Enrollment | Fall 2023



Metric: Total number of support staff of color

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

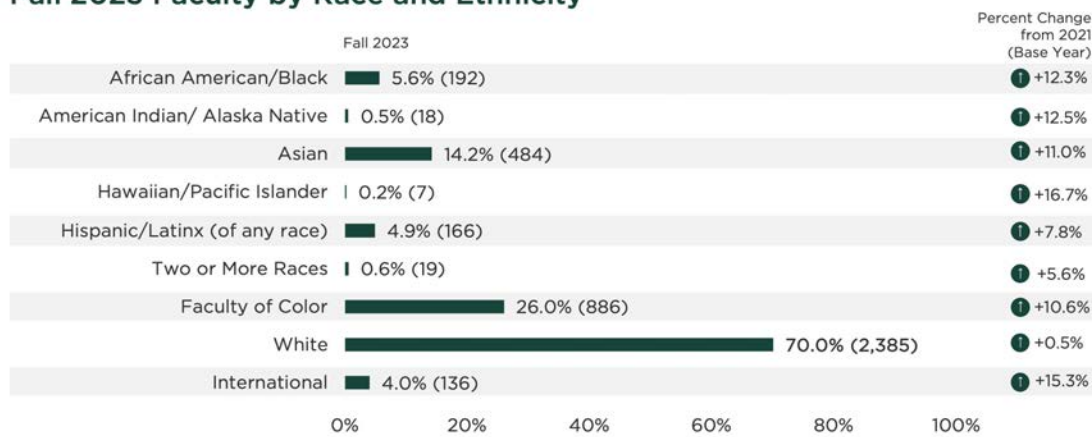
Fall 2023 Support Staff by Race and Ethnicity



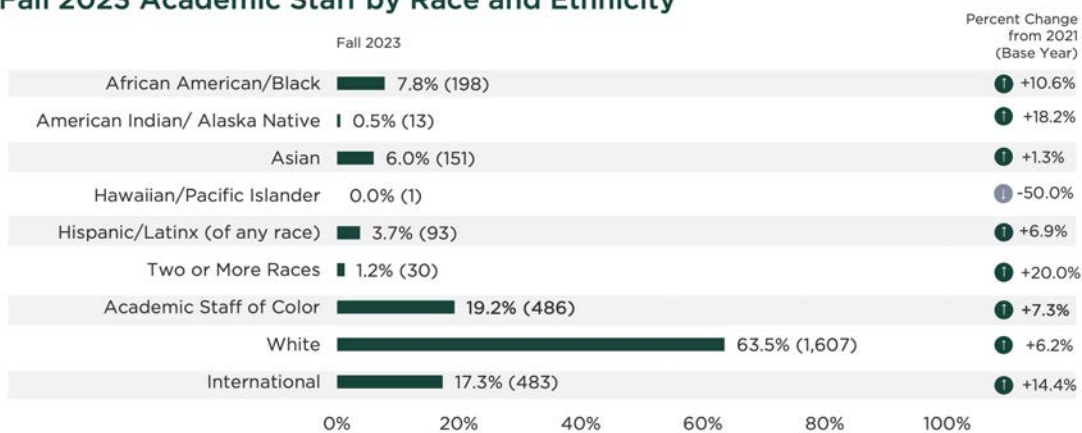
Metric: Total number of academic staff and faculty of color

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.

Fall 2023 Faculty by Race and Ethnicity



Fall 2023 Academic Staff by Race and Ethnicity



Key initiatives

Redesigning the e-learning experience

The DEI Foundations online introductory education program has been redesigned to provide an understanding of MSU’s institutional values, key initiatives, diversity, equity and inclusion-related policies and resources, underrepresented community experiences and actions to support a more inclusive environment. The improvements, which better reflect MSU’s diverse communities and needs, were based on extensive review and community feedback. More than 400 stakeholders participated in cross-campus input sessions to envision, create and pilot the program. All students, staff and faculty are required to take the course.



Inaugural 1855 Professorships

The 1855 Professorships program is an initiative to enhance student success and the academic experience by elevating the academic quality and reputation at MSU. The aim is to advance MSU’s strategic priorities and diversity, equity and inclusion goals by creating a cross-disciplinary group of professors to foster partnerships to positively impact and support underrepresented

communities, on campus and beyond. The first cohort was announced in December following a review of 76 proposals representing each college. The nine professors represent the categories of social and environmental justice, minority politics, urban journalism, law and democracy, diversity and data science, and health.

Anti-Discrimination Policy

Changes to the Anti-Discrimination Policy have been shared and continue to be aligned to other university policies and federal regulations. Several groups have contributed to this process, including the ADP Workgroup, the Relationship Violence and Sexual Misconduct Restorative Practices Initiative and the Workplace Bullying and Incivility Task Force. Feedback sessions have been integral to the review process. The university is also actively working on a comprehensive approach to ADP education across campus. Success is gauged through collaborative recommendations and evaluations of educational initiatives. With the release of the 2024 Title IX Regulations, the university is working to align an updated policy to ensure it remains robust and effective in addressing discrimination, harassment and retaliation within our university community.



Collecting DEI narratives

The new Diversity and Belonging Collection on the MSUToday website reflects the various backgrounds of MSU students, staff, faculty and alums, highlighting authentic stories and showcasing path-setting leadership and initiatives making a difference each day. The collection, which includes more than 100 stories and will continue to expand, serves as a hub for learning about MSU’s diversity while fostering belonging.

Investment corner

Diversity, Equity and Inclusion

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

- Office for Civil Rights and Title IX Education and Compliance — \$2.3 million
- 1855 Professorship faculty hiring initiative — \$2 million recurring funding

Aligning people, place and space

MSU has embarked on a journey to reimagine the university's footprint to reflect and prioritize the diverse needs of our campus community, focusing on the needs of students, staff and faculty while being good stewards of our resources to ensure long-term sustainability and success.

Following the approval of Vision 2025: An Integrated Facilities and Land Use Plan, MSU launched a new Workplace Strategic Framework Planning Study. The aim is to identify opportunities and strategies for improving use of space in a post-pandemic environment while aligning with recommendations concerning the buildings, mobility networks, open spaces and utility systems that will support the university's next generation of development.

“A campus like ours is truly a place where people come to live, study and work, and every physical place has a hand in building that community,” says Barb Kranz, assistant provost of Institutional Space Planning and Management. “The study will provide a better, more detailed understanding of how this space is used and how we can better serve that community. Campus space is also a critical strategic consideration, and managing it efficiently and effectively contributes to both a sustainable campus and a successful one for MSU's most important resource — its people.”



With an initial focus on a set of 10 primarily administrative buildings, efforts are focused on data collection, analysis and in-person engagement. After the first phase, the planning committee will create functional and programmatic objectives, priorities and updated space policies or guidelines.

“The new reality of hybrid and remote work schedules needs to be considered, as enabling our faculty and staff to work in their best environment contributes to their continued success,” says Kranz.

The implementation of the Integrated Facilities and Land Use Plan with the beginning of the Workplace Strategic Framework Planning Study represents a significant

step forward in aligning campus space use with the university's long-term strategic goals of stewardship, sustainability and faculty and staff success. By engaging with experts and the campus community, MSU aims to optimize its physical resources to support a thriving academic and work environment.