



MSU 2030

EMPOWERING EXCELLENCE,
ADVANCING EQUITY
and EXPANDING IMPACT



Founded
1855

*The content in this publication is abbreviated from the strategic plan.
Explore the complete strategic plan at <https://strategicplan.msu.edu>.*

LAND-GRANT IDENTITY

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

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

Michigan State is recognized as the model from which this transformation of U.S. higher education arose.

The college's first president, Joseph Williams, dubbed it "an experiment" that was "established on no precedent, it is alike a pioneer in the march of men and the march of the mind." This spirit—of a community brought together with a sense of determination, passion and purpose—has animated MSU from the beginning.

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



Saints Rest, the first dormitory, was completed in 1857. Students, pictured here, helped with clearing and construction of grounds and buildings.



Above left: An engraving depicting campus sometime after the 1918 collapse of College Hall (the first building in the United States constructed for the instruction of scientific agriculture) and before the 1928 construction of Beaumont Tower.



Above right: A recent aerial showing the area around Beaumont Tower and a view of campus to the south.

Today, we recognize we have not collectively acknowledged the connection between land-grant universities and the systematic seizure and dispossession of land from Native Americans as well as the role the federal government's support for agriculture played in relentless westward expansion. The land Michigan State's main campus occupies was ceded by Indigenous people in the 1819 Treaty of Saginaw. These lands are the ancestral, traditional and contemporary lands of the Anishinaabeg – Three Fires Confederacy of Ojibwe, Odawa and Potawatomi peoples. Land granted to benefit Michigan State in association with the Morrill Act was situated in both the Upper and Lower Peninsulas of Michigan, ceded in the 1819 treaty and two treaties in 1836. But because Michigan State operates in every county in Michigan, with programs, facilities and land across the state, we occupy or use land ceded in every treaty negotiated in Michigan between the late 1700s and early 1840s (learn more at project.geo.msu.edu/geogmich/images/indianreservation.jpg). Treaties like these were negotiated under duress and were often the result of coercion and violence.



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

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

***Below:** A Michigan Agricultural College map representing campus in 1857 is overlaid with a modern map of Michigan State University. The rectangle at bottom indicates the location of the Native encampment in 1857. The circled area indicates a pre-construction land survey from 1959.*





A LETTER FROM PRESIDENT STANLEY

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

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

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

The pandemic, along with other national events, brought heightened attention to societal issues, from health disparities to calls for social justice. We have an opportunity and a duty to continue addressing these issues

by living our shared values each day and leading by example in creating a safer, more welcoming and more respectful campus where everyone can do their best work. That is why, from the beginning of this process, I also charged two additional groups to do specific, intensive planning around diversity, equity and inclusion (DEI) and relationship violence and sexual misconduct (RVSM). You will see elements reflecting those planning efforts throughout our university strategic plan because our work as an institution will only be successful when the principles upon which the DEI and RVSM plans rest are embedded throughout all we do.

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

The title of the university's strategic plan is Empowering Excellence, Advancing Equity and Expanding Impact. Without question, what makes MSU excellent is its people. The vitality of a university stems from the ingenuity, creativity and drive of faculty, staff and students, and ours are exceptional. The colleges, departments, schools, centers,

institutes and administrative units across campus that are their homes will always be the key to our success. Built with substantial input from the MSU community, this strategic plan will serve as a framework for our collective work. Yet it is not designed to be a roadmap followed at every turn. We must remain nimble and ready to adapt to a changing world, seeking every day to make a greater impact here in Michigan and across the globe.

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

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

Spartans Will.



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





EXECUTIVE SUMMARY

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

Between 2010 and 2020, we grew from 47,278 to 49,809 students while improving student graduation rates from 77% to 81% and closing graduation gaps. The graduation rate for Hispanic/Latinx students increased 10 percentage points, and graduation rates for African American/Black students increased 8 percentage points. These are positive trends, but we are committed to doing more. Graduation rates for African American/Black students still lagged the average by 18 percentage points in 2020 and Hispanic/Latinx students were 9 points below the average. While the 2020 graduation rate for American Indian/Alaska Native students was 81%, previous years have fallen significantly

short of this percentage and been highly variable due to a small number of students enrolled (ranging between 41% and 71% between 2016 and 2019). The graduation rate for Asian students was 87% in 2020, 6 percentage points above the average.

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

The past decade saw our total research expenditures rise from \$431 million to nearly \$726 million in 2019. MSU now ranks No. 1 in the Big Ten and No. 2 nationally in expenditures from the U.S. Department of Energy and No. 2 in the Big Ten and No. 9 nationally in expenditures from the National Science Foundation. Our research, scholarship

and creative endeavors generate new knowledge to address the most complex societal problems and lay the groundwork for future generations to tackle the yet-to-be-known challenges of tomorrow. To continue to lead, we must aggressively pursue external resources and partnerships that give us the platforms necessary to develop solutions to the big problems that confront us globally. We will elevate visibility of the arts at MSU, enriching the student experience and deepening learning with opportunities for creative expression and engagement with cultural experiences. We will seek like-minded partners to expand our scope and reach, support multidisciplinary and transdisciplinary grant proposals that span the sciences, arts and humanities,

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

During the past 10 years, we also continued to invest in community partnerships both near and far, expanding academic program offerings, research opportunities and outreach and engagement efforts in Detroit, Flint, Grand Rapids and through our membership in the Alliance for African Partnership. Building on the strengths of these efforts and MSU's more than 100-year legacy of work through Extension, which works in every county in Michigan, we will continue to support initiatives that produce problem-based solutions in real-world contexts at the regional, national and international

IMPACT FOR MICHIGAN

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



levels, working in partnership with those communities most affected. We have a unique opportunity to build upon our strengths across health, business, education, communications, the sciences and the arts to enhance quality of life for people by improving health and the systems that affect health, specifically by addressing disparities in access and quality of health care.

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

Our progress over the past decade has been supported through careful institutional stewardship of resources as well as the generosity and support of our alumni, supporters and friends who donated more than \$1.8 billion during the Empower Extraordinary campaign. To achieve our aspirations, we must provide exemplary stewardship of institutional resources to foster the long-term sustainability of MSU. This includes aligning our fiscal, physical, technological and human resources through comprehensive Financial and Budget, Facilities and Land Use, and Sustainable Information Technology plans, along with launching our next capital campaign to provide the margin of excellence necessary

to remain a leading global research university making a significant difference in the lives of the citizens of Michigan and addressing critical issues for people everywhere, today and tomorrow.

Finally, the past decade has been marked with challenges. As an institution, we have reflected deeply,

learned, and become better and stronger today. We have committed to continue to listen and learn from our students, faculty, staff and all stakeholders in all aspects of our mission and operations. The strategic plan and its implementation provide an avenue to structure continued engagement around the university's priorities.

MISSION

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

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

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

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

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

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

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

STRATEGIC VISION

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

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

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

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

Implementation of the strategic plan will focus investment in areas of excellence — established and emerging — that address global challenges; meet pressing needs expressed by communities in Michigan, across the nation and around the world; advance equity and ethics; and improve the human condition. We will prioritize innovation aligned with our values. We will pursue investments in cross-cutting, collaborative, multidisciplinary and partnered solutions because we believe in the power of synergistic, transdisciplinary approaches. We will engage with stakeholders in a manner that is

meaningful and demonstrates respect, responsiveness, inclusiveness and partnership.

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

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

Equity advanced. Advancing equity for all people is fundamental to transforming lives. We will be a leader in advancing equity through our scholarship and research, our educational mission and its outcomes, our partnerships with communities and the community we nurture among our staff, students and faculty. We believe advancing equity means the composition of our students, faculty and staff should reflect the full diversity of the society we serve, and true excellence requires no less. We will work to recruit and retain; include, develop and advance; admit and graduate; consult, serve and involve

individuals and communities broadly. By 2030, we will be significantly more diverse in the composition of our students, faculty and staff. MSU will have eliminated gaps in graduation rates between racial and ethnic groups, reduced average student debt by reducing time to graduation and made significant progress in advancing partnerships that address health disparities rooted in race and socioeconomic status.

Excellence elevated. Holding ourselves to the highest standards of quality is core to our values and essential to our future success. We will use the platforms our excellence provides us to serve the greater good. Our success as an institution, as units and as individuals offers opportunities to make a profound impact in the world. That opportunity to make a difference will continually drive us to be better, and our continued and increasing excellence will attract like-minded talent and supporters. By 2030, we will have completed a faculty hiring initiative to bring world-class faculty to MSU to advance equity and ethics, established a world-class joint cancer center with Henry Ford Health and become the global center for the physics of atomic nuclei discovery, education and training, and application of isotopes in medicine, material science and other areas. We will be undisputed leaders in plant science and related fields, forging a more resilient future in the face of climate and environmental change, advancing SmartAg and sustainable practices critical to human and planetary health and well-being in Michigan and extending globally. As our contributions grow, so will our research expenditures, reaching \$1billion.

Community strengthened.

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

Stewardship strengthened.

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

campaign to provide the margin of excellence that will help MSU compete in the years ahead.

STRATEGIC PLAN STRUCTURE

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

The ordering of the themes is intentional. The plan begins with a focus on people, with the success of our students, faculty and staff at the heart of all that we do. We begin with students, the reason we exist as an educational institution, then follow with a theme addressing the needs of our unique workforce. Next come themes focused on excellence reaching across our core missions, concentrating on strengths, differentiators and areas of societal need. The plan concludes with foundational and cross-cutting themes required for sustainability, effectiveness and excellence in the future: themes addressing various aspects of sustainable stewardship, including financial, and our diversity, equity and inclusion theme, which highlights the intersectionality of our DEI strategic plan with the university strategic plan.





STRATEGIC THEMES

STUDENT SUCCESS

At Michigan State, we believe every student we admit has the ability to succeed and graduate. We feel a sense of urgency to improve graduation rates because a college degree is the best route to individual opportunity, and an educated workforce strengthens Michigan and the nation. By 2030, we will increase the 6-year graduation rate by 5% to 86%.

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

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

MSU has been a leader in student success initiatives for more than a decade. As a member of the University Innovation Alliance, we have been part of a group of collaborative innovators determined to share knowledge and scale successes to better serve students, raise graduation rates and create

equitable educational outcomes. MSU's introduction of the Neighborhoods concept in 2010 — bringing together key resources and services students need within easy walking distance of the areas where they live — began a deep collaboration between Academic Affairs, Student Affairs and Residential and Hospitality Services that has continued to improve practices and services with a holistic view of student success.



NEIGHBORHOODS INITIATIVE

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

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

(STUDENT SUCCESS continued)

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

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



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

MY SPARTAN STORY

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



To support undergraduates' success at MSU and after graduation, we created My Spartan Story. The interactive platform helps students better articulate the full value of their college experience by providing them a mechanism to formally document out-of-class efforts. By tracking

learning outcomes beyond academic credits, students are better able to reflect a more comprehensive picture of their education and to share an official customized record with future employers and advanced-degree programs.

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

GOAL

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

Objective 1

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

Objective 2

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

Objective 3

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

Objective 4

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

Objective 5

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



STAFF AND FACULTY SUCCESS

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

MSU's biggest investment — and most important asset — is the exceptionally talented faculty and staff at the core of the Spartan community. Our commitments to supporting the success of undergraduate and graduate students, responding to community needs and addressing the challenges of a changing world are hollow without

a similarly substantive commitment to the well-being of our staff, faculty and postdoctoral research associates who make this work possible.

The COVID-19 pandemic changed how we work, accelerating anticipated trends but at an unexpected pace, causing additional stress for people

and organizations. Facilitating and supporting flexible work during the pandemic, including the ability to work in remote locations connected through dynamic modes of digital communication, enabled us to continue delivering world-class education during a period of mandated physical distancing. It also yielded lessons that will help us update policies and procedures to adapt to and compete in a world where anyone can work from anywhere, allowing us to readily engage expertise from industry, community and academic partners. We will develop the flexible, supportive, inclusive workplace required to respond to the aspirations and needs of every employee. As they integrate career goals with efforts to create a meaningful life for themselves and their families, our employees will expect — and we will deliver — ongoing opportunities to grow and develop.

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

prevention programs to stop incidents from occurring in our community.

Our aspiration is to create an environment in which staff, faculty and postdoctoral research associates truly thrive — an environment that serves as a magnet for the diverse and energized talent we need now and in the future. This will require increased flexibility in the ways we work to expand our talent base. It will mean modernizing systems and examining structures, investing in new and accessible opportunities for leadership and career development, and expanding recognition. It also will require clear pathways for promotion and tenure that recognize multiple forms of scholarly and

creative achievement, prize innovation and incentivize collaboration and entrepreneurial activity. We will take care to reward service in its many forms, but particularly in the mentorship and leadership so important to achieving our DEI goals.

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



GROWING EXCELLENCE IN TRAUMA-INFORMED RESPONSE/ COMMUNICATION

Supporting the success of undergraduate and graduate students relies on the well-being of the talented and dedicated faculty and staff who make those efforts possible. As part of our commitment to create a workplace culture and environment in

which staff, faculty and postdoctoral research associates thrive, MSU has made relationship violence and sexual misconduct

(RVSM) resources and services available not only to students, but also to faculty and staff.

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

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

GOAL

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

Objective 1

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

Objective 2

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

Objective 3

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



DISCOVERY, CREATIVITY AND INNOVATION FOR EXCELLENCE AND GLOBAL IMPACT

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

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

Research activities also focus on understanding the disparate impact of social problems on segments of our population, locally and globally. Researchers in the social sciences, humanities, health and law examine underlying reasons for these disparities and devise policy solutions to mitigate

their effects on vulnerable members of society and promote well-being for all.

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

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

MSU scientists have been a vital force in improving agricultural practices and food crop yields across Michigan and around the globe for decades. Our plant, soil and environmental science scholars are internationally recognized as among the best in the world, and our deep connections from bench to field and partnership networks across the state and around the globe drive rapid translation from discoveries

in fundamental plant biochemistry, genetics and genomics to innovation in agricultural systems, crop production and sustainable practices in the environment. With its 14 research centers and facilities spread throughout the state, MSU AgBioResearch provides a critical real-world living laboratory to interdisciplinary research teams as well as commodity groups, growers MSU Extension and other partners.

For more than 70 years, our expertise has been used to improve food security in sub-Saharan Africa and today research and outreach extends to more than 120 countries worldwide. Our supply chain experts have streamlined logistics for moving food from growers to consumers and our storied packaging

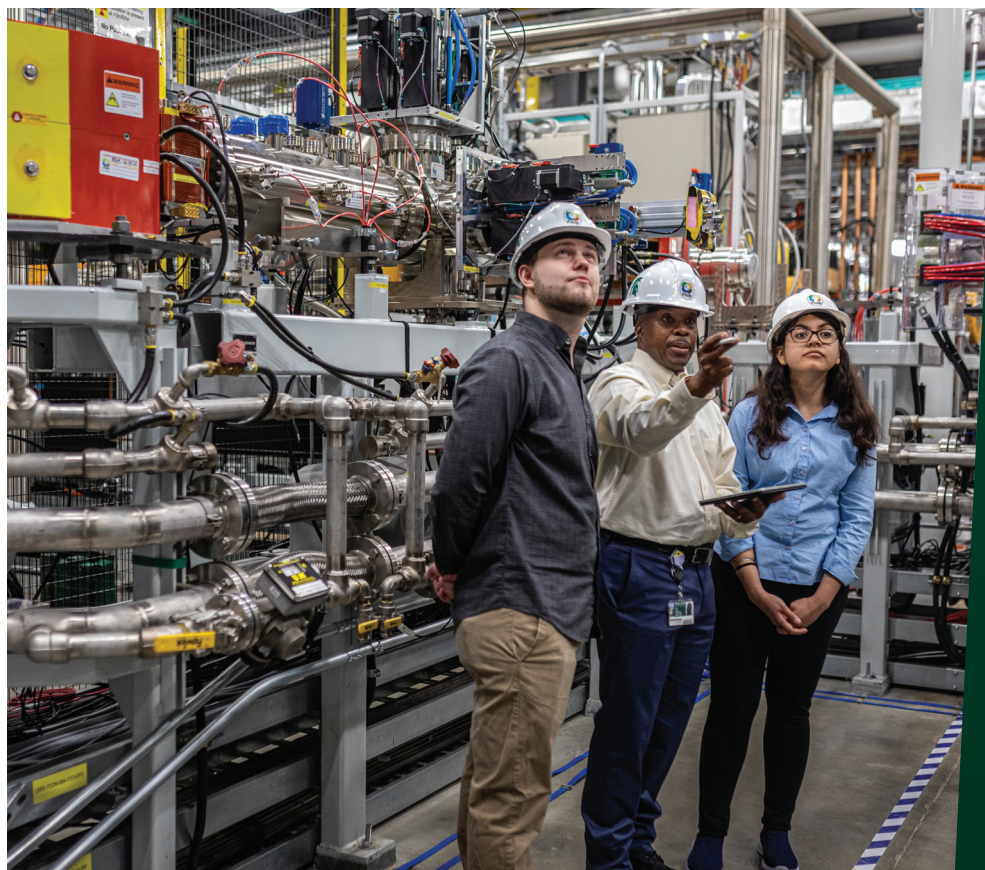
program is helping reduce waste and improve safety. In Michigan, MSU Extension has helped grow Michigan's economy for more than 100 years, equipping Michigan residents with the information to do their jobs better, raise healthy and safe families, build their communities and empower children.

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

FACILITY FOR RARE ISOTOPE BEAMS

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

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



ARTS

MSU demonstrates excellence in its science, scholarship and creative endeavors, in the pursuit of knowledge to find solutions that improve the human condition. As we shape the engaged university of the 21st century, MSU has developed a coordinated

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



was built in partnership with the Flint community as we seek to sustainably translate clinical research to practice and to improve the health of communities.

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

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

MSU initiatives in communications and data science are responding to

(DISCOVERY continued)

childhood education, civic education and STEM education at the K-12 and college levels.

We have growing strength in biomedical research. Our investments include the Institute for Quantitative Health Sciences and Engineering (IQ), which houses more than 20 laboratories and state-of-the-art biomedical imaging equipment, the Grand Rapids Research Center, and the Research Alliance with Spectrum Health. Leading-edge research facilities built in East Lansing and Grand Rapids in the past five

years with contributions from the state of Michigan and private support, respectively, have played an essential role in attracting world-class talent.

Additionally, MSU is leveraging new and expanding partnerships with health care systems including McLaren Hospital and Henry Ford Health System to advance research in cancer, neurology, precision health and health disparities as well as improve efficiency and cost-effectiveness of health care delivery. In Flint, addressing health disparities is one of our key foci. Our innovative public health initiative there

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

MSU's Arts Strategy seeks to integrate the arts into our research and creative endeavors. By designing deliberate opportunities to bring the arts into active engagement with research across disciplines, we recognize the potential of co-discovering and co-creating that can drive innovation, open new ways of

knowing, lead to the identification of new issues and concerns, and amplify the broader impacts of knowledge generated at MSU.

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



GOAL

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

Objective 1

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

Objective 2

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

Objective 3

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

MSU EXTENSION

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



SUSTAINABLE HEALTH

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

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

in clinical care, discoveries in basic and translational research and broad public health measures.

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

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

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

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

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

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

GOAL

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

Objective 1

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

Objective 2

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

FLINT PUBLIC HEALTH INITIATIVE

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

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

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



PARTNERSHIPS FOR INNOVATION

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

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

(SUSTAINABLE HEALTH continued)

Objective 3

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

Objective 4

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

Objective 5

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





STEWARDSHIP AND SUSTAINABILITY

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

To achieve our vision, we will be good stewards of resources and pursue initiatives in a manner that ensures our long-term sustainability and success. As we move into the next decade, with heightened competition for resources, declining federal and state support and concern about the cost of higher education, we must make focused and strategic use of our

resources. We have a responsibility to use operational practices that reflect sound stewardship, efficiency and sustainability, while affirming that those efforts should not compromise the quality, safety or accessibility of our operations. We acknowledge also that we must do all we can within our means to deliver positive, supportive, engaging and enriching living,

working, learning and recreational environments and experiences that our students, faculty and staff require to thrive and succeed and to continue to make MSU an attractive choice.

Our size and scope of activity are great strengths, but they can create operational silos that become barriers to the most effective deployment of resources. While respecting unique programmatic needs, we will leverage our collective institutional resources to support cross-institutional initiatives that advance our strategic priorities; reduce barriers to operational efficiency; and align the university's fiscal, physical, technological and human resources to support our

GREEN CAMPUS

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

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



and graduates. Philanthropy endows professorships and funds student scholarships, supports state-of-the-art facilities and enhances programmatic strength across academic disciplines

and in important areas including libraries, the arts and athletics. As we embark on implementation of the strategic plan, we will enhance opportunities for alumni and friends to meaningfully engage with MSU and help provide the margin of excellence that

continually increases the value of holding an MSU degree.

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

The world is ever-changing, and the pace of today's change is exponential. To ensure a sustainable future and meet the needs of current and future students and stakeholders, we must continually and nimbly adapt and evolve, finding new ways to deliver education, conduct research and

(STEWARDSHIP continued)

pursuit of excellence, advance equity and amplify our impact.

Engaged alumni, donors and friends are vital to our long-term sustainability. MSU is fortunate to have more than 1 million alumni, friends, corporations, foundations and organizations connected with the institution. These MSU ambassadors and supporters provide student internships and hire graduates, serve as guest speakers and advise on class projects, help recruit new students, serve their communities under the

Spartan banner, and advocate across the globe for issues important to our students and the future of higher education and leading research universities.

Support from our alumni and friends is vital to staying at the forefront of excellence and crucially, it increases access to an MSU education. Alumni affinity and pride helps amplify and spread the Spartan story, engagement and volunteerism aids in student recruitment and enriches the educational experiences and professional prospects of students

engage with communities and stakeholders across the globe. As a leading, global research university, our boundaries extend beyond our main physical location in East Lansing, Michigan, and beyond any physical boundary as we operate in increasingly digital, connected, virtual environments. Our size and reach require us not only to consider our institution's long-term future, but also to actively lead the way in creating a sustainable, global future.

Although there is much work ahead, we begin with a strong foundation in place. Since the launch of a comprehensive energy transition plan in 2012, we have reduced greenhouse

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

ENGAGED ALUMNI AND FRIENDS

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

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



STEM FACILITIES

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

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

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

(STEWARDSHIP continued)

GOAL

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

Objective 1

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

Objective 2

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

Objective 3

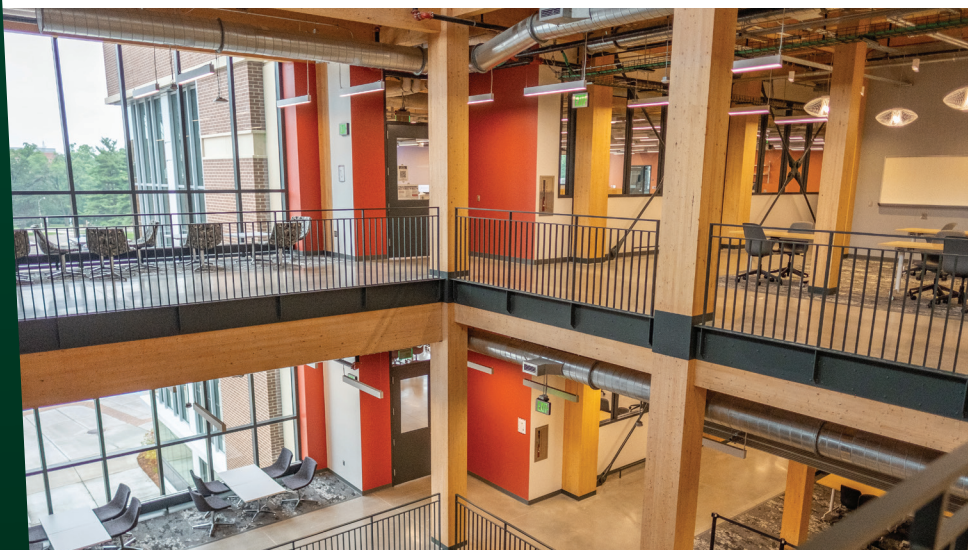
Achieve climate neutrality by 2050 through technology innovation, fiscal stewardship and embedding sustainability into institutional culture

Objective 4

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

Objective 5

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





DIVERSITY, EQUITY AND INCLUSION

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

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

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

The university's many efforts in more recent decades are extensive and multifaceted as it has evolved to meet

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

MSU's longstanding commitment to DEI is reflected in numerous policies, programs, initiatives and practices led

DEPARTMENT OF AFRICAN AMERICAN AND AFRICAN STUDIES

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

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



(DIVERSITY continued)

by units across campus. A decentralized approach has produced a variety of strong efforts and exceptional creativity, but also has reduced MSU's ability to optimize and scale success. The institutional DEI planning process completed in parallel with university strategic planning provided an opportunity to review and improve MSU's approach. The DEI Steering Committee and its benchmarking task group identified central planning with local execution, combined with central progress tracking, as a best practice for research-intensive institutions. MSU's DEI plan, comprising four primary

themes, serves as a framework to be further articulated and put into practice by the university's academic and administrative units. The plan, which includes Michigan State University's definitions of diversity, equity and inclusion, is available on the Office of the President website at <https://president.msu.edu/initiatives/dei-plan/dei-report-and-plan.html>.

The MSU strategic plan does not seek to duplicate the DEI plan — nor does it compete with it. It serves to amplify, elevate and leverage elements from the DEI plan that can help transform our university and ensure more equitable

outcomes for all. A focus on DEI is so vital to our collective future that it serves as both a stand-alone theme within the strategic plan and is embedded throughout all other themes.

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

GOAL

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

Objective 1

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

Objective 2

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

Objective 3

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

Objective 4

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

Objective 5

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



DIVERSITY RESEARCH NETWORK

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

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

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



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Engagement; Professor, Department
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Studies

Michael Zeig

Chief of Staff, Office of the President

***Note:** * indicates Strategic Planning members who
are also on the Diversity, Equity and Inclusion
Steering Committee*

MSU 2030

EMPOWERING EXCELLENCE,
ADVANCING EQUITY
and EXPANDING IMPACT

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

Dianne Byrum, Chair
Melanie Foster, Trustee
Dan Kelly, Vice Chair
Renee Knake Jefferson, Trustee
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strategicplan.msu.edu