



MSU 2030

EXCELLENCE FOR GLOBAL IMPACT

TABLE OF CONTENTS

LAND-GRANT IDENTITY	3
PRESIDENT'S MESSAGE	5
INTRODUCTION	7
Mission	7
Strategic Vision	8
STRATEGIC PLAN SCOPE, STRUCTURE & IMPLEMENTATION	9
CROSS-CUTTING THEMES	11
STRATEGIC PRIORITIES	13
Student Success	13
Staff and Faculty Success	16
Discovery and Innovation for Impact	18
Sustainable Health	20
Stewardship for a Sustainable Future	22
Access, Opportunity and Excellence	25
STRATEGIC PLAN IMPLEMENTATION STEERING COMMITTEE	28

LAND-GRANT IDENTITY

Founded in 1855 as the Agricultural College of the State of Michigan, Michigan State University was the nation's first successful agricultural college. It was the vanguard for a national movement to make 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 educate millions of students and produce leaders in every field. They drive research breakthroughs, save lives and improve the way we live them. They connect with and serve their states' communities and far beyond.

Michigan State University 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 built together with a sense of determination, passion and purpose — has animated MSU from the beginning.

This story is part of the American story, and great good has arisen from the resulting democratization of higher education, advancement of knowledge, and extension and outreach activities. But it is not the full story. Today, we recognize the complex relationship between land-grant universities and the seizure and dispossession of land from Native Americans, as well as how government support for agriculture led to rapid westward expansion during this period. Michigan State's main campus occupies land 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 University in association with the Morrill Act was situated in both the Upper and Lower Peninsulas of Michigan, ceded in the 1819 Saginaw treaty and the 1836 Treaty of Washington. 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. Treaties like these were often negotiated under coercive or violent circumstances.

The impact on Indigenous peoples created by MSU's founding was not solely 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. Reflecting upon Michigan State's past and the relevance of its land-grant mission today allows us to make intentional choices about how we express our identity in the future. As the founding land-grant university, we have a particular responsibility not only to raise awareness about 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 present-day Native American and Indigenous communities affected by federal 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: the technological advances reshaping work and nearly every other aspect of life; widening economic and social inequities; and global health crises and climate/environmental emergencies. Such urgent concerns require the talents and gifts of all, making it vital for institutions like ours to continue expanding opportunity and embracing inclusive excellence. 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. Our incredible strengths in traditional "land-grant" fields of study have evolved, infused with innovation and intersected with excellence in health sciences, business, arts and more. As we move deeper into the 21st century, we are a model still, boldly defining the promise and value of the contemporary land-grant university.

PRESIDENT'S MESSAGE

Every journey has its unexpected turns, so a roadmap is essential to help plot the most effective route to the destination. Over the course of Michigan State University's 170-year history, the university has had to adapt to and navigate shifting landscapes.

The MSU 2030 strategic plan provides us with a vital framework to help us chart our way forward and pursue our highest aspirations, and it is one reason I was excited to join the Spartan community. Upon my arrival, I encouraged our community to continue its good work to forge a bold future by considering three key questions:

- 1. How will MSU continue to prepare students for careers and jobs that don't yet exist?**
- 2. What will it take for MSU to maintain and strengthen its position among the top tier of global research institutions?**
- 3. How will the university contribute to the great scientific, medical and social challenges of our time?**

To learn more about the community, I embarked on an extensive listening and learning tour of our colleges and administrative units, gaining insight into perspectives on the above questions and about how we are aligning work with the university's strategic plan. It has been inspiring to hear about the creative ways colleges, departments and units are pursuing our goals to help us become more strategic, bold and student-focused.

I appreciate that the plan recognizes our people as the university's greatest asset and the beating heart of the institution. By supporting their success, we position the university to advance the very best education and workplace culture for Spartans, together with value and service to the public in the land-grant tradition.

I was also encouraged by the plan's emphasis on interdisciplinary initiatives. Cross-college collaborations are essential to solve the grand challenges of our time, and Michigan State's world-class faculty are already taking on many tough, multifaceted issues such as climate resilience and water quality, applications of artificial intelligence and data science, emerging technologies and cancer health disparities.

Since the plan's adoption in 2021, Michigan State has accomplished a great deal, from our Spartan Tuition Advantage program expanding access to an MSU degree to significantly growing our research expenditures. I am more certain than ever of our capacity to reach our goals, which we are supporting with new and exciting strategic initiatives. The Williams Scholarship, for example, offers full-ride grants to top incoming students, while the Green and White Council, a group of engaged Michigan leaders and executives, will help inform the ways we prepare students for the economic and employment challenges of the future.

The process to refresh, reframe, reimagine and reaffirm MSU 2030 is an important waypoint for us. It offers opportunities to reflect on our successes and challenges, to consider how both MSU and the world have changed and absorb any lessons learned and adjust to ensure a successful trajectory.

As we grow and continue to become more contemporary, connected and future-focused, our reframed plan introduces key themes that bridge organizational and planning structures. These cross-cutting themes do not replace the plan's six priorities, which continue to provide its foundation, but elevate and energize a one-team approach. Taken together with thoughtful updates to goals, objectives and key initiatives to reach our goals, we've arrived at a sharpened vision for MSU that accelerates our pursuit of excellence for global impact.

No single discipline will solve the grand challenges of our time. We need what I call a "synergy-unleashed" approach of bringing together the arts, humanities and sciences in innovative new ways. For example, clinician scientists, chemists and computer scientists are all critically important in solving problems around drug delivery systems. However, we also need humanists and social scientists who can help us understand how people interface with the outcomes of such work.

Imagine how a stronger culture of collaboration could spark new ideas and research across disciplines that support prosperity and quality of life in every corner of our state. Imagine how it could better prepare our students to view the world through different lenses and become engaged citizens and leaders. And imagine how it could strengthen the sense of community that makes Michigan State such a special place.

Simply put, further embracing collaboration and connectivity in our work will help us build on our rich land-grant traditions while becoming a bolder, more contemporary institution focused on the future.

I'm confident that with this refreshed strategic plan, Michigan State will become ever more connected to society and its needs, a more powerful talent magnet and activator for our state and better equipped to address and overcome the grand global challenges of today and tomorrow.

Sincerely,

A handwritten signature in black ink that reads "Kevin M. Guskiewicz". The signature is written in a cursive, flowing style.

Kevin M. Guskiewicz

INTRODUCTION

The MSU 2030 strategic plan was developed over 18 months through a collaborative process engaging the full Spartan community. Endorsed by the Board of Trustees in September 2021, it built on the university's strengths and aligned with its values to establish a framework to accelerate MSU's collective pursuit of advancing knowledge and transforming lives.

To balance the benefits of a stable framework with the need for adaptability, the MSU 2030 steering committee called for a refresh several years into the life of the plan. That process, led by the Vice President for Strategic Initiatives, and supported by all MSU 2030 executive sponsors and the Strategic Plan Implementation Steering Committee, concluded in July 2025.

MSU 2030 built 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. In the five years since the planning committee convened, the university has continued to forge ahead with growth in enrollment, research expenditures, philanthropic support and athletic successes.

Our path forward as we continue implementation of a refreshed MSU 2030 plan flows from a storied history, strengths built over time and the unique character of the Spartan community, known for its collaborative, innovative spirit and uncommon will to make a difference. Together, we can and will achieve more. The needs we were built to serve demand no less.

MISSION

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 address barriers to access and success as we strive for excellence and global and local impact.

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 leading global public research university with undeniable impact and an unstoppable determination to advance the common good. We are renowned in multiple disciplines and well positioned to lead in others. The university is a global leader in disciplines 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, jazz studies, and communication and media receiving sustained recognition. This list only begins to illustrate the breadth of contributions of MSU researchers, scholars and practitioners at the highest level.

The value of a college degree is clear and growing, and a degree from MSU is an appreciating asset. Washington Monthly ranks MSU No. 20 among national universities based on contributions to social mobility, research and promoting public service. And in its “best bang for the buck” category, MSU ranks No. 14 among Midwest universities — public and private — for helping nonwealthy students earn a marketable degree at an affordable price.

We are proudly public, accessible and inclusive, and our high-quality education offers a powerful pathway to success, preparing future leaders from varied backgrounds. We’re among just a handful of schools in the country with an acceptance rate higher than 65% for first-time undergraduate applicants that also delivers a six-year graduation rate over 80%.

MSU is the state’s foremost talent activator, educating more Michigan students than any other university, with more than 60% of MSU graduates staying in the state to propel innovation, drive business growth, improve communities and change lives. We’re Michigan’s state university, advancing our home state, its people and communities even as our impact spans the globe. Michigan succeeds when we thrive.

Michigan State was unique in its founding, combining excellence in research addressing the problems of the day and the needs of an evolving world with high-quality education 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.

Our vision for a better world builds on our founding as America’s prototype for a new kind of university, one built to democratize higher education and extend knowledge and its benefits to people and communities far beyond our campus footprint.

Today, we recognize excellence magnifies our opportunity for impact, as does our commitment to partnership, teamwork and interdisciplinary collaboration. We are more determined than ever to be among the most societally impactful universities — one that lifts people up, addresses issues that matter to people’s lives and livelihoods, activates talent and fuels the pipeline of innovation with discovery and invention.

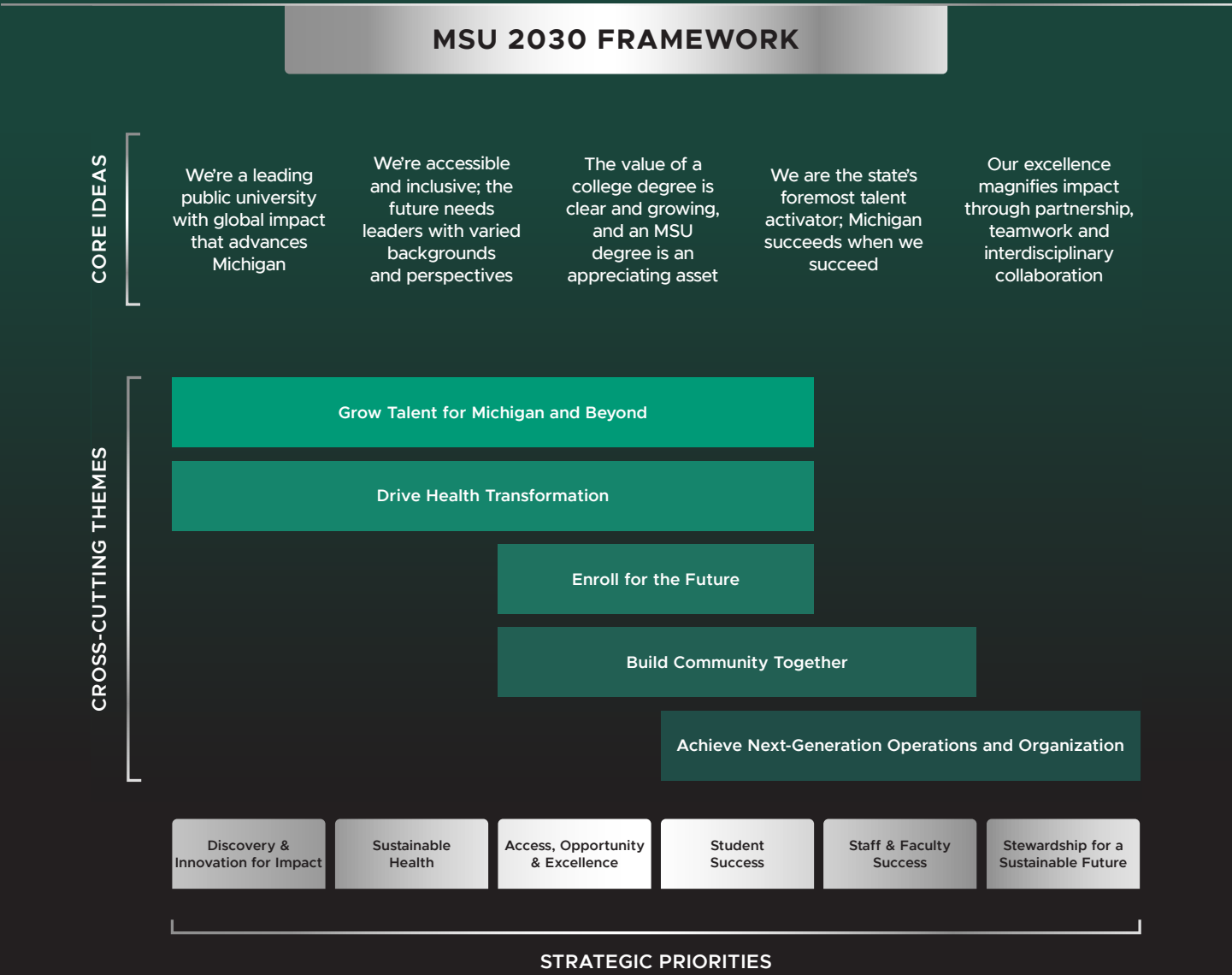
Our strategy focuses investment in areas of excellence — established and emerging — that make progress toward solutions for the most difficult challenges facing the nation and world. We will address the pressing needs of Michigan communities, help Michigan’s economy grow and work to accelerate our region’s innovation and vitality. We will pursue investments in cross-cutting, collaborative and multidisciplinary solutions because we believe in the power of synergy unleashed. We will engage with stakeholders in a manner that is meaningful and demonstrates respect, responsiveness, inclusiveness and partnership.

By 2030, Michigan State University will be the nation’s leading contemporary land-grant university, expanding opportunity for all, activating talent and creating extraordinary impact for Michigan and the world.

STRATEGIC PLAN SCOPE, STRUCTURE & IMPLEMENTATION

Six strategic priorities continue to center MSU's strategic plan. These priorities, which emerged through the initial planning process, provide the scaffold for broad, outcome-oriented goals, related objectives, key actions/initiatives and relevant indicators of success.

With the plan's refresh, MSU leadership is underscoring our strength as collaborative thinkers and doers who can move boldly as one team building on enduring core ideas. Listening and conversation have led to new cross-cutting themes that span strategic priorities, uniting key areas and infusing our efforts with new energy. These cross-cutting themes support and enhance the continuing work within each priority.



Implementation of the refreshed, reframed, reimagined and reaffirmed strategic plan continues to be guided by the plan's six priorities, their goals and the actions identified to achieve those goals. Each strategic priority will continue to have an executive sponsor or sponsors who lead work in that area. In addition, special work groups will drive collaboration, synergy and progress as they accomplish the work of the cross-cutting themes and the connected strategic priorities. These groups will bring together leaders already working in the priority areas, and more broadly from across the university.

The executive sponsors who lead implementation at the university level, consulting with shared governance as appropriate, are:

STUDENT SUCCESS

Provost and Executive Vice President for Academic Affairs and Vice President for Student Affairs

STAFF & FACULTY SUCCESS

Provost and Executive Vice President for Academic Affairs, Executive Vice President for Administration and Senior Vice President for Health Sciences

DISCOVERY & INNOVATION FOR IMPACT

Provost and Executive Vice President for Academic Affairs, Senior Vice President for Health Sciences and Vice President for Research and Innovation

SUSTAINABLE HEALTH

Senior Vice President for Health Sciences and Executive Dean for Health Sciences

STEWARDSHIP FOR A SUSTAINABLE FUTURE

Executive Vice President for Administration and Senior Vice President for Finance and Chief Financial Officer

ACCESS, OPPORTUNITY & EXCELLENCE

Vice President and Chief Diversity Officer

Broad strategic plan implementation will continue to be led by the Vice President for Strategic Initiatives and the Strategic Plan Implementation Steering Committee, a group comprising the plan's executive sponsors and other key university leaders. The Vice President for Strategic Initiatives is responsible for annually reporting progress to the Board of Trustees.

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

Although the strategic plan articulates broad themes and identifies selected key initiatives and actions to advance our goals, much of the specific work to advance the university's objectives takes place within colleges and administrative units, including auxiliary units like Athletics and Residential and Hospitality Services. Our success depends on the collective expertise, action and uncommon will of the Spartan community working together.

CROSS-CUTTING THEMES

GROW TALENT FOR MICHIGAN AND BEYOND

As the state's leading talent activator, and a major talent attractor, Michigan State University must play a leading role in growing Michigan's skilled workforce for the future. To grow the pipeline, we will build on our national leadership position in advancing access and persistence while also strengthening connections between an MSU education and employment opportunities in high-demand fields across the state and nation. By investing in areas of research strength and focusing on opportunities for partnership, we'll attract new top research talent in key areas. Our comprehensive approach to growing talent broadly advances opportunity, excellence, innovation and impact in Michigan and beyond.

DRIVE HEALTH TRANSFORMATION

Michigan State is uniquely positioned to lead the future of medical education and health research through integration and collaboration. With a "One Team, One Health" vision, MSU is creating a university-wide platform connecting human, animal and environmental health that delivers actionable solutions in Michigan and beyond and champions cross-college collaboration to advance a unified approach to health. Through the creation of forward-thinking medical education and research programs in the coming years, we will address health care workforce shortages in both Michigan and the nation — and equip the next generation of providers to meet society's unmet and evolving needs.

ENROLL FOR THE FUTURE

Michigan State will develop a comprehensive enrollment, aid and tuition strategy that ensures continued national leadership in providing access to a high-quality residential undergraduate education while also building on academic strengths to grow enrollment beyond undergraduate programs. This will include expanding existing graduate programs where there is unmet demand and creating new degree programs to meet student and employer needs in Michigan and nationwide. We will also identify ways to grow continuing education and nondegree offerings for learners seeking targeted skill building and professional development. In the graduate and nondegree space, we will extend beyond in-person modalities to build MSU's online and hybrid capabilities to meet students where they are.

BUILD COMMUNITY TOGETHER

At Michigan State, we strive to create an inclusive community where all feel welcomed, safe and valued. This is work we do together — every community member, every day — and it supports the success of students, staff and faculty alike. From work to assess and improve culture to an institutional commitment to ethics, from investment in spaces for cultural connection and reflection to practicing civil discourse, the university is encouraging and empowering Spartans to come together to learn, grow and connect. This work also expands beyond the boundaries of campus to how we interact and work with surrounding communities and key partners to promote a thriving region.

ACHIEVE NEXT-GENERATION OPERATIONS AND ORGANIZATION

MSU is committed to effective operations that best steward our limited resources and improve services provided to students, faculty and staff. Through the Operational Excellence initiative, launched in spring 2025 across administrative functions, we will redesign processes, improve use of technology and build the staff skills necessary to be a continuous improvement organization. As part of this effort, an Innovation Lab will reimagine a different set of university services each year using best practices from across industries.

STRATEGIC PRIORITIES

STUDENT SUCCESS

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

Student success is the measure of an institution's ability to provide a relevant curriculum and empathetic environment that supports all students' psychological, social, emotional, physical, cultural and financial well-being to enable all students to learn, thrive, graduate and succeed after graduation.

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

MSU has been a leader in student success initiatives for well over a decade. Through national partnerships including the University Innovation Alliance and our own research, we have identified five critical areas to help students thrive in their Spartan experience: self-discovery of purpose, educational success, a sense of belonging, contributing to an empowered community and developing well-being.

Faculty, staff and students are working together to align and connect curricular, cocurricular and extracurricular programs as we ensure access that leads to opportunity. Another way we're expanding access and growing the pipeline that produces talent for Michigan is with enhanced support for transfer students and expanding relationships with community colleges. We're also working with business leaders to ensure our programs and curricula meet the needs of students and their future employers as work changes.

GOAL: Provide an exceptional experience for all students that prepares them for postgraduate success, achieving high graduation rates with reduced opportunity gaps

OBJECTIVE 1

Strengthen MSU's ability to attract and meet the curricular and cocurricular educational needs, goals and aspirations of all undergraduate students

Strategies/Actions

- Decrease average student debt and maintain access to a high-quality MSU education by increasing scholarship opportunities
- Strengthen current and grow future academic programs in which MSU graduates are leaders for Michigan and beyond
- Ensure all students have high-quality academic and career advising that includes career exploration, planning and preparation that adapts with them from admission through graduation

- Enhance academic programs through improved Academic Program Review, refreshing and aligning Undergraduate Learning Goals and outcomes, and modernizing the General Education Curriculum
- Redesign gateway courses to improve learning outcomes and address barriers to completion
- Create a First-Gen Center as a cornerstone of a coordinated student success effort to ensure all students thrive and graduate
- Support on-time graduation by creating academic maps, strategic course scheduling and smart room utilization
- Make MSU a transfer-ready institution: reform policies and practices, improve credit evaluation and transfer student communication, expand credit for prior learning, grow Envision Green and create a Transfer Student Success Center

OBJECTIVE 2

Increase access to and successful completion of highly ranked graduate and professional education

Strategies/Actions

- Increase the number and percentage of high-quality doctoral and master's programs by improving existing programs and eliminating programs of insufficient quality through regular Strategic Program Assessment overseen by the Graduate School
- Increase the number of high-quality online master's programs to enhance access to and flexibility of graduate education
- Broaden access to graduate programs
- Increase the level of support for university fellowships to improve graduate recruitment
- Support high-impact mentoring for all graduate students and training for all faculty mentors to fully implement the Guidelines for Graduate Student Mentoring and Advising
- Increase support for graduate student placement (jobs or further educational opportunities), improve communication about varied career pathways and options, and monitor placement rates into these alternative careers
- Elevate recognition of exceptional graduate and professional student achievements by establishing university-level awards and visibility initiatives that highlight their contributions and impact

OBJECTIVE 3

Advance an online learning strategy that expands access and increases the breadth of learners served through development and delivery of targeted, high-impact programs

Strategies/Actions

- Establish a dedicated academic unit to lead development, delivery and continuous improvement of online programs, ensuring robust academic oversight, instructional excellence, operational coherence and alignment with institutional priorities for access, innovation and impact
- Expand targeted, market-driven postbaccalaureate and post-master's degrees and certificates that include coordinated continuous-learning programs and alternative credentials, operational coherence and alignment with institutional priorities for access, innovation and impact
- Develop online and flexible pathways for some-college-no-degree students and prospective students already in the workforce as an alternative to a traditional course delivery structure, including evaluation of opportunities for credit for prior learning
- Partner with key international institutions to enable students to earn an MSU degree by leveraging online learning opportunities

OBJECTIVE 4

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

Strategies/Actions

- Ensure access and provide institutional supports to encourage every undergraduate to complete at least two high-impact learning experiences
- Foster curricular and cocurricular innovation to equip graduates for the current and future workforce
- Elevate and enhance the undergraduate Honors experience for Honors students
- Transform the intellectual, leadership and entrepreneurial habits of students by instilling ethics and the arts into curricular and cocurricular experiences
- Redesign the academic advising model to include peer, group and supplemental advising and technological improvements to provide an exceptional experience for students
- Continue to standardize and structure a record for curricular and cocurricular activities aligned to the five areas of student success to allow students to better demonstrate the value of their college experiences
- Increase alumni engagement in student mentorship, internship opportunities and career development
- Create policies and procedures that support a student-centered digital learning strategy that meets the needs of instructors

OBJECTIVE 5

Provide a supportive climate and holistic support throughout the student experience, understanding that high-quality curricular and cocurricular experiences are essential to student success

Strategies/Actions

- Establish comprehensive belonging initiatives that support growth for each student
- Regularly implement campus well-being and climate assessments and engage in reflection and action based on the results
- Support implementation of the Okanagan Charter, including embedding health into all aspects of campus culture
- Establish an integrated digital-experience initiative that makes it easier to navigate university systems, supports academic achievement and streamlines communication and access to digital resources
- Provide resources, training and staff support to student groups to increase reach and resources, and improve policies and practices in alignment with best practices
- Ensure policies, procedures and practices related to student organizations and student gathering spaces align with the five areas of student success

STAFF & FACULTY SUCCESS

Building a welcoming community where excellence and opportunity thrive will attract and retain talent and create conditions in which 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, particularly the number of recipients of highly prestigious academic awards and national academies membership.

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 and faculty who make this work possible.

Today's work environment is more flexible and dynamic than ever, connected through various modes of digital communication. As our employees 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 harm including sexual harassment and incivility. MSU has developed a Relationship Violence and Sexual Misconduct (RVSM) Strategic Plan and is investing in programs to prevent incidents from occurring in our community.

Our aspiration is to create an environment in which staff and faculty thrive — an environment that serves as a magnet for the broadest range of exemplary, energized talent we need now and in the future.

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

OBJECTIVE 1

Create a workplace culture that advances inclusive excellence as reflected in the land-grant mission and supports all staff and faculty

Strategies/Actions

- Adopt a regularly administered, university-wide, comprehensive climate survey to establish benchmarks and goals for success at the unit level and provide the resources to analyze the data
- Continue the comprehensive RVSM campus climate survey to track progress on raising awareness, assess the effectiveness of prevention, and guide program and policy decisions
- Support implementation of the Okanagan Charter, including embedding health into all aspects of campus culture and emphasizing a culture of caring as a significant factor in an individual's health
- Review university policies, practices and opportunity structures to identify better ways to advance inclusive excellence, foster dialogue and provide support to staff and faculty
- Establish mechanisms of support, consultation and coaching for continuous improvement in pursuit of a campus community that is physically and psychologically safe and free of harassment and incivility
- Improve communications and administrative practices and systems to provide information when desired and needed to create a greater sense of agency and empowerment
- Establish processes to systematically identify and remove barriers to success and reduce work inefficiencies to improve the experience of working at MSU

OBJECTIVE 2

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

Strategies/Actions

- Engage university experts to aid in developing a comprehensive framework for supporting staff and faculty success
- Review university policies, procedures and practices to facilitate remote, flexible and blended working options to expand the university's access to a broad range of talent
- Adopt new promotion and tenure frameworks to better align with and support MSU's commitment to publicly engaged participatory, transdisciplinary and intersectional research and excellence in teaching
- Provide educators access to professional development necessary to provide high-quality, evidence-based learning experiences across all modes of instruction
- Create and sustain effective support services including childcare, eldercare, employee assistance/ counseling and services through the Center for Survivors and the Prevention, Outreach and Education Department
- Systematically pursue honorifics and expand external awards nominations and establish new internal awards and/or recognitions for staff and faculty; these should include awards for excellence as well as awards recognizing the importance of living other aspects of our values
- Expand opportunities for staff and faculty to gather and engage in informal and supportive contexts to improve campus culture

OBJECTIVE 3

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

Strategies/Actions

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

DISCOVERY & INNOVATION FOR 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 problems and improve lives. We will expand our capacity for local and global impact and, by 2030, will reach \$1 billion in annual research expenditures.

MSU scientists, scholars and artists make breakthroughs, apply research and drive innovation to improve lives and communities today and tomorrow. They pursue answers to questions that lay the groundwork for solving problems decades in the future. They also study our histories and cultures to ensure new knowledge is informed by our collective and unique experiences as part of the larger society.

Research activities identify and help address challenges that plague segments of our population, locally and globally. Researchers in the social sciences, humanities, health and law examine underlying reasons for disparities and inform policy solutions to mitigate their effects on vulnerable members of society and promote well-being for all.

Michigan State's world-renowned research and scholarship spans everything from nuclear physics to plant biotechnology, quantitative health to supply chain management, K-20 education to communications and media studies and beyond. MSU researchers are engaged in cutting-edge discovery and creative work across every continent and support world-class research programs.

Michigan State has enormous strengths and a distinctive culture flowing from its roots as the nation's premier land-grant university. We will build upon those strengths that serve people and communities today and draw on our uncommon will to bend the curve for humanity tomorrow. Our work will bring together disciplines in new ways and recognize critical 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 while preparing for the challenges of tomorrow.

Strategies/Actions

- Be the global leader and center for nuclear science and ensure the Facility for Rare Isotope Beams (FRIB) brings benefits to Michigan; invest in FRIB to drive discovery science, maintain educational excellence and expand education and training pathways, pursue differentiating initiatives that yield practical benefits (e.g., multidisciplinary biomedical imaging and therapeutics based on harvested isotopes, materials science and space electronics testing) and continue to attract government investment to remain at the forefront of nuclear science research and innovation — critical drivers needed to spur new synergies and economic development

- Lead local and global efforts to enhance food production, distribution, food safety and food security in a changing global climate using our strengths in plant and soil sciences, environmental sciences, animal health and production, agriculture and natural resource interactions, nutrition, big data and machine learning, and geospatial imaging, along with our worldwide network of partners
- Building on the strength of MSU Extension, support research initiatives to create applied, problem-based solutions in real-world contexts at the regional, national and international levels, in urban and rural environments, working in partnership with communities
- Facilitate planning and collaboration around submission of large transdisciplinary grants, including seed funding, to yield select transformative research initiatives in priority areas such as food and health and imaging
- Support research excellence through a coordinated planning approach that aligns the university's integrated facilities and land-use plan, MSU's five-year capital plan and requests for state capital outlay support, philanthropic priorities/donor outreach and faculty recruitment
- Strengthen campuswide interdisciplinary/transdisciplinary solutions to climate/environmental change
- Continue faculty hiring initiatives such as the Global Impact Initiative; use these resources to strengthen areas of excellence, build capacity to meet society's challenges and diversify faculty areas of expertise
- Advance the MSU arts strategy, designing deliberate and substantive opportunities to bring the arts into active engagement with research across disciplines
- Nominate faculty to serve in leadership/advisory roles in key federal and state agencies

OBJECTIVE 2

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

Strategies/Actions

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

OBJECTIVE 3

Develop and implement new strategies to recruit and retain a broad range of highly talented student and faculty researchers and scholars across all disciplines

Strategies/Actions

- Expand collaboration with key corporate, governmental and educational partners
- Incentivize development of new graduate-student-focused training programs
- Increase availability of research programs for high school and undergraduate students to enable every student who wants a research experience to complete one while developing pathways to careers in research

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 work boldly across disciplines and collaborate seamlessly with partners, improving health across Michigan and beyond while tripling funding from the National Institutes of Health and Centers for Disease Control and Prevention.

With its land-grant roots, contemporary strengths, collaborative mindset and partnership practices, Michigan State University is uniquely positioned to lead and shape the future of health. MSU has created a national model for improving health and well-being in communities with our groundbreaking public health initiative based in Flint and developed an innovative new way to couple medical education and research at our medical school campuses in Grand Rapids and Flint.

Sustainable health is a holistic state of physical, mental and social well-being, not merely the absence of disease or infirmity. Our intention is to improve the health of all Michigan residents and people everywhere and to reduce health disparities.

Our strengths in human health, animal health, environmental health, and more allow us to take an integrated One Health approach that advances sustainable health through a holistic lens. This powerful alignment of assets is better at anticipating the next pandemic, preparing for emerging infectious diseases and advancing treatment through innovation.

Our multiple strong medical and health colleges also provide unique opportunities to envision the future of health education to create the highest-quality care while addressing workforce shortages. Finally, our expanding partnerships — with communities, health care organizations, government agencies and other academic institutions — will amplify and extend our impact.

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

Advance health education and accelerate health research to meet the needs of Michigan and the nation

Strategies/Actions

- Explore a unified medical college that maintains both osteopathic and allopathic degrees while enhancing interprofessional education
- Explore a unified research agenda leveraging each college's strengths
- Enhance the student and trainee experience through shared student services and clinical preparation
- Explore establishing an Institute for Biomedical Research to enable high-impact research, attract funding and enhance institutional reputation
- Explore a College of Health Professions that melds the strengths of MSU's health and related curricula to better harness the power of collaboration and address urgent workforce needs
- Articulate the many educational pathways to a career in health that help prospective students understand how to achieve their vision of a career in this field

OBJECTIVE 2

Engage the full university in a comprehensive approach to improving health

Strategies/Actions

- Promote the central role of the arts and education in sustainable health by fostering intellectual curiosity and openness to new ideas, understanding and inclusion
- Augment holistic wellness throughout life, including factors affecting health (e.g., economic well-being, education, environment, nutrition, etc.)
- Be best in class in prevention, reporting and response to relationship violence and sexual misconduct, incorporating the recommendations of the RVSM Workgroup (recommendations may be found by visiting msu.edu/ourcommitment/rvsm-workgroup)
- Integrate and articulate health considerations into university decision- and policymaking
- Develop a model for comprehensive delivery of university health care services
- Increase animal welfare initiatives in agriculture and agricultural/aquacultural sustainable practices for responsible and reliable protein sources for a growing human population

OBJECTIVE 3

Partner with communities and organizations to reduce disparate health outcomes across Michigan

Strategies/Actions

- Advance policies and interventions that reduce barriers to care and advance equitable outcomes in health care provided by MSU and our community partners
- Work with community and other partners to reduce identified barriers for all across the state of Michigan
- Increase engagement, trust and participation of individuals from the most vulnerable communities in clinical research

OBJECTIVE 4

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

Strategies/Actions

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

STEWARDSHIP FOR A SUSTAINABLE FUTURE

Michigan State will provide exemplary stewardship of institutional resources to foster the long-term sustainability of education, research and outreach programs, while pursuing effective and efficient financial, operational and environmental practices.

As we move toward 2030, we are committed to becoming a more contemporary institution, achieving greater effectiveness through next-generation operations and organizational alignment. As we work to ensure that our decisions today lay the foundation for a better, more resilient future for the university and the world around us, we integrate environmental, social and fiscal responsibility to steward university resources, support campus and the environment, and take care of people — students, employees and our communities.

As we pursue operational practices grounded in sound stewardship, efficiency and sustainability, we affirm that those efforts should not compromise the quality, safety or accessibility of Michigan State and its assets. We also acknowledge 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. Our unique physical assets, extensive natural areas and expansive infrastructure create unparalleled opportunities to use the campus as a living laboratory for teaching, research and innovation that support our mission and enrich our community.

Support from our alumni and friends is vital to staying at the forefront of excellence and, crucially, it increases access to an MSU education. More than 1 million alumni, friends and organizations are meaningfully connected to MSU — a powerful network that spans individuals, corporations, foundations and more.

MSU's supporters provide 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 leading research universities and higher education. As we embark on our \$4 billion comprehensive campaign — Uncommon Will, Far Better World — we will engage our alumni and friends to help advance the excellence that continually increases the value of an MSU degree.

For many, athletic events are their first experience with MSU and remain a source of pride and connection. Our visibility on the national stage through Spartan Athletics is an important part of the university's identity 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.

To ensure a sustainable future and meet the needs of current and future students and stakeholders, we must continually adapt and evolve, finding new ways to deliver education, conduct research and engage with communities, locally and across the globe. Our planning will consider our increasingly digital, connected world and the impact and opportunities this brings.

Our sustainability journey continues, building on important work like the 2012 Energy Transition Plan, which laid the groundwork for the strategies we pursue today. Our efforts have been recognized nationally and internationally, and our success reflects Spartans who drive innovation, foster collaboration and inspire the next generation to tackle the world's most pressing problems. As we renew our long-term goals, we are building on a strong foundation and deepening our commitment to stewardship and sustainability to shape a brighter future at MSU and beyond.

GOAL: Provide exemplary stewardship of institutional resources to foster the long-term sustainability of MSU's education, research, and outreach and engagement programs

OBJECTIVE 1

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

Strategies/Actions

- Use an all-funds budgeting approach to provide a financial management framework to support strategic priorities
- Develop a governance structure for the financial transformation to support strategic decision-making
- Increase private support; launch and make sustained progress toward completion of a bold comprehensive campaign
- Review and update the Spartan Athletics strategic plan in the context of the significant national evolution of collegiate athletics with attention to Title IX and other applicable regulations
- Pursue significant strategic external partnerships, locally and across the globe, that support our mission, align with our values and expand our reach
- Integrate and streamline administrative systems and processes to gain efficiencies and improve the user experience, including budgeting tools, financial systems, updated processes and skill development
- Ensure ongoing examination of the portfolio of academic programs to best meet the evolving needs of prospective students and employers, expand our reach and broaden our student population

OBJECTIVE 2

Implement Vision 2050: An integrated facilities and land-use plan adopted by the Board of Trustees in 2023

Strategies/Actions

- Continue developing robust data and analytical tools to have more granular and real-time utilization information across all space types and uses
- Empower a cross-functional committee to develop a long-term systematic approach to sustainability
- Develop policies and guiding strategies for course scheduling
- Develop a strategic, programmatic-driven space and facilities plan(s) guided by established space-planning principles, robust space and utilization guidelines, and policies that leverage existing space through programmatic and infrastructure alignment that also considers adaptive reuse, selected demolition and replacement space
- Plan for and construct/renovate facilities that support MSU's highest priorities
- Ensure wayfinding is accessible for all users
- Enhance public art on campus and ensure it includes multiple modalities and diverse perspectives

OBJECTIVE 3

Embed sustainability into institutional culture and move toward carbon neutrality by 2050, balancing fiscal, environmental and social considerations

Strategies/Actions

- Develop an institutional Sustainability Plan that addresses academics, engagement, operations and culture
- Leverage the campus as a living lab for hands-on learning and research while expanding opportunities to integrate sustainability into academic courses, cocurricular activities and scholarship
- Enhance awareness of and engagement with sustainability programs and promote stewardship best practices
- Develop strategic space and facilities plan(s) that will be responsive to rising operational costs, emerging demands and shifting priorities on campus while supporting institutional sustainability goals to reduce MSU's carbon footprint through implementation of robust space and utilization guidelines and policies
- Develop a roadmap for reaching a platinum rating in the STARS sustainability reporting framework

OBJECTIVE 4

Advance sustainable Information Technology (IT) services to power the academic enterprise, Spartan innovation and sustainable business operations through enhanced access to information, operational technologies and strategic infrastructure

Strategies/Actions

- Improve and enhance IT services and infrastructure to improve access and reliability and enable greater avenues for innovation in teaching, research and scholarly activity
- Expand access to technologies such as artificial intelligence, machine learning and augmented and virtual reality to enhance learning, research, community engagement and MSU's reach
- Provide operational excellence by leveraging technology, including artificial intelligence, to provide informed decision-making, reduce operating costs and optimize the capabilities of our teams
- Implement and operationalize stewardship programs to generate savings and reinvest in higher-value goals
- Ensure faculty, staff and students have the tools and network connectivity needed to succeed in remote, virtual and/or hybrid environments

ACCESS, OPPORTUNITY & EXCELLENCE

Michigan State is dedicated to promoting access, opportunity, advancement and excellence for all. Building the future of Michigan, the nation and world with the talent and contributions of a broad range of individuals is a top priority. We will work to improve opportunity for all students by 2030.

Michigan State has long been an innovator and leader in advancing opportunity for all. 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 long-standing leadership and commitment to removing barriers helped change norms and create opportunity for all.

The university's many efforts in more recent decades have been extensive and multifaceted as it has evolved to meet the needs of an increasingly broad range of campus community members. 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 Latino communities.

MSU's Diversity, Equity and Inclusion Report and Plan, developed in 2021, offered an important framework for the university's work, extending across academic and administrative units, promoting success for all Spartans. The MSU 2030 strategic plan serves to amplify elements of this work that demonstrate our commitment to advancing access, opportunity and excellence in pursuit of a stronger university delivering more equitable outcomes.

GOAL: Be a national leader in promoting access, opportunity and excellence, and address barriers to success for all on our campus and beyond

OBJECTIVE 1

Recruit and support the success of a broad range of students: Recruit, retain, nurture and graduate students, reducing barriers and promoting success for all

Strategies/Actions

- Expand precollege and pathway programs
- Create early-start programs
- Create specialized academic support services, one-credit courses and learning communities
- Expand student support and retention efforts to address the needs of students at high risk of attrition and reach out to students who have stopped progress toward their degrees (particularly those with low numbers of courses necessary to complete their degrees)
- Expand the number of graduate student fellowships

OBJECTIVE 2

Recruit and retain a broad range of MSU faculty able to make significant contributions toward creating solutions for the most difficult human and societal challenges facing the nation and world, addressing pressing needs in Michigan communities and helping Michigan's economy grow

Strategies/Actions

- Develop and implement an initiative to hire MSU tenure-system faculty whose focus is in areas of institutional priority and aligns with pressing needs of Michigan communities, the nation and the world
- Pursue thematic hires in colleges and departments to enhance innovation in teaching, learning, research and service, and improve the overall satisfaction and experience of students and faculty
- Continue to incorporate equal employment opportunity best practices into all college and department recruitment and retention processes
- Create college-level programs to help support and prepare postdoctoral research associates for tenure-system positions
- Develop mentorship and early-career support programs to improve retention and advancement of faculty

OBJECTIVE 3

Recruit, retain and expand career development for all staff while building a welcoming and inclusive community

Strategies/Actions

- Continue to incorporate equal-opportunity education and training for human resources professionals, unit supervisors and managers with hiring authority
- Develop a staff professional development and educational program to nurture and broaden leadership throughout campus at all levels of employment and foster an inclusive work environment with a welcoming climate for all
- Monitor efforts, assess progress and communicate results regularly in an accessible format

OBJECTIVE 4

Provide a world-class academic environment for all through inclusive teaching and learning, collaborative research and service

Strategies/Actions

- Establish a teaching and learning center that specializes in and deepens understanding of inclusion in teaching, learning and outreach, creating opportunities for all university stakeholders and delivering programs that enhance the ability of faculty, staff, students, alumni and community members to engage more effectively
- Update curricula and expand sources of information throughout degree programs, minor programs and general education courses
- Offer seed grants and strategic investment funding for research promoting inclusive excellence
- Recognize faculty accomplishments in promoting inclusive excellence in research, teaching and service

OBJECTIVE 5

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

Strategies/Actions

- Increase services and programs provided through MSU Extension and University Outreach and Engagement
- Encourage colleges with existing outreach and engagement activities to build or deepen partnerships with communities based on mutual commitment to shared goals
- Increase participation of undergraduate students in community-engaged learning experiences
- Provide annual reports to campus on connections with communities and programs dedicated to engaging with them and responding to the concerns they express

STRATEGIC PLAN IMPLEMENTATION & STEERING COMMITTEE

CHAIR

BILL BEEKMAN

Vice President for Strategic Initiatives

MEMBERS

(*Executive Sponsor)

BJ ABRAMS

Assistant Vice President, Office for Institutional Diversity and Inclusion

STEPHANIE ANTHONY

Special Advisor to the President for Relationship Violence and Sexual Misconduct

REBECCA BARBER

Vice President for Financial Planning and Analysis

JABBAR BENNETT*

Vice President and Chief Diversity Officer

DAN BOLLMAN

Vice President for Strategic Infrastructure Planning and Facilities

BETHAN CANTWELL

Assistant Provost, Institutional Research

ERIN CARTER*

Interim Senior Vice President for Residential and Hospitality Services

DONNA DONOVAN

Interim Associate Vice President for Human Resources

STEFAN FLETCHER

Secretary and Chief of Staff to the Board of Trustees

LISA FRACE*

Senior Vice President and Chief Financial Officer

TERRY FRAZIER

Special Assistant to the Vice President and Chief Diversity Officer

DOUG GAGE*

Vice President for Research and Innovation

THOMAS GLASMACHER*

Director, Facility for Rare Isotope Beams

VENNIE GORE*

Executive Vice President for Administration

ASHLEY GREEN

Chief of Staff, Office of the Provost

NORM HUBBARD*

Senior Vice President for Health Sciences

THOMAS JEITSCHKO*

Interim Provost and Executive Vice President for Academic Affairs

BARB KRANZ

Assistant Provost, Institutional Space Planning and Management

LAURA KUCZAJDA

Assistant Vice President of Strategic Management and Chief of Staff, MSU Health Sciences

TERESA MASTIN

Vice Provost and Associate Vice President for Faculty and Academic Staff Affairs

ROUSHELL

MIGNOTT-NESBITT

Business Operations Administrator, Office of the Executive Vice President for Administration

CARRIE MOYLAN

Special Advisor to the President for Relationship Violence and Sexual Misconduct

ARON SOUSA*

Executive Dean for Health Sciences and Dean, College of Human Medicine

HEATHER SWAIN

Vice President and Chief Marketing Officer

DAVE WASHBURN

Executive Director, MSU Research Foundation

DAVE WEATHERSPOON

Vice Provost, Enrollment Management and Academic Strategic Planning

MIKE ZEIG

Chief of Staff, Office of the President

MSU 2030

EXCELLENCE FOR GLOBAL IMPACT

Michigan State University Board of Trustees

Kelly Tebay, Chair
Brianna T. Scott, Vice Chair
Rebecca Bahar-Cook, Trustee
Mike Balow, Trustee
Dennis Denno, Trustee
Renee Knafe Jefferson, Trustee
Sandy Pierce, Trustee
Rema Vassar, Trustee



MICHIGAN STATE
UNIVERSITY

strategicplan.msu.edu