

MICHIGAN STATE UNIVERSITY 2013-2020

**BOLDER
BY
DESIGN**

Contextual and Background Document

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Preface

The purpose of this document is to provide context for and background on the development of Bolder by Design, Michigan State University's strategic framework. Built on Boldness by Design, the original strategic framework initiated by President Lou Anna K. Simon in 2005, Bolder by Design emerged from an institution-wide process undertaken in 2012–13.

This document provides substantive context, laying out the history and iterative process through which Bolder by Design was developed and advanced through a series of cross-university conversations and feedback mechanisms. The concepts and aspirations documented herein provide an introduction to the vision Michigan State is pursuing as it advances to 2020. It presents, as well, an example of how MSU responds to challenges and opportunities by reimagining and reinventing itself, while staying true to its core values. The nation's pioneer land-grant university, Michigan State University has been advancing the common good with uncommon will for more than 150 years and continues to provide life-changing opportunities and to create solutions to the great challenges that face today's rapidly changing world.

A Pioneering Heritage

Michigan State University is a place of possibilities. Founded in 1855 and chartered in 1862 as the nation’s pioneer land-grant university, it was charged with demonstrating to the nation and the world the possibilities that could be achieved when “liberal and practical knowledge” were united to benefit both individuals and society. The transformative power of this bold new experiment in higher education was soon evident throughout Michigan, as Michigan State and its graduates applied themselves to the mission of creating a new realm of agricultural and industrial possibilities for the citizens of Michigan.¹

Over the years, Michigan State grew and adapted, continually reinventing itself as new possibilities emerged over time. Thus, its original land-grant mission for Michigan expanded, building on its early engagement in international activities, to become a world-grant mission that addresses the complex issues and needs of today’s global society.² Along the way, Michigan State students and graduates, scholars and researchers, administrators and staff discovered and established an impressive legacy of “firsts,” “onlys,” and “bests” in a wide array of “liberal and practical” disciplines.

Perhaps because of this heritage and the enduring influence of Michigan State’s core values—quality, inclusiveness, and connectivity—members of the university community inquire into possibilities, looking for interconnections that will reveal new knowledge and promote discovery of new opportunities. This approach is the foundation of Michigan State’s long-standing tradition of interdisciplinary collaboration, which has produced breakthrough research and development of possibilities into solutions that have benefited people and societies around the world.

As Michigan State advances in the 21st century, it purposefully commits to continuing to live its values. As we live the value of quality, we understand that a relentless pursuit of excellence means a dedication to continuous improvement. As we practice inclusiveness, we move beyond respecting differences to a place where differences are truly valued and regarded as assets in a vibrant community. In connectivity, we see the exponential power of aligned assets, the power of collaboration and partnership.

In this way, Michigan State builds upon its heritage and intensifies its performance in teaching, research, outreach, and service to make a difference in the world that is not only bold, but Bolder by Design.

QUALITY—continually striving to be among the best in all we do and to be the best in key areas

INCLUSIVENESS—building a vibrant and diverse community that values and embraces a full spectrum of experiences, viewpoints, and intellectual approaches and encourages participation by all members

CONNECTIVITY—aligning our assets to reinforce and enhance one another, building vital partnerships, and collaborating locally, nationally, and globally

¹ http://boldnessbydesign.msu.edu/foundersday_address2005.pdf

² <http://boldnessbydesign.msu.edu/default.asp>

A Bold Beginning

American higher education is facing a critical moment in its history.

As recently as a decade ago, the value of colleges and universities to American society was unquestioned. Today, all U.S. colleges and universities—and higher education in general—are under intense public scrutiny. In fact, the very foundation of American higher education is being shaken by unprecedented competition for and debate over resources, reputation, education credentials, delivery methods, and governance.

Michigan State University's 20th president, Lou Anna K. Simon, anticipated these changing times. In 2005 she introduced a strategic framework called Boldness by Design,³ featuring initiatives capable of transforming virtually every aspect of Michigan State.

Boldness by Design called upon the university to unify and strengthen its place in this increasingly competitive world of higher education by applying its utmost resilience and resolve to get out in front of emerging challenges. Embraced across campus, Boldness by Design initiatives for advancing improvement, innovation, and transformation took shape in nearly every area of the university.

Soon thereafter, the university, state, nation, and eventually the world were caught up in a churn of economic and social crises, the likes of which had not been experienced since the Great Depression. At the height of these crises, rather than retreating, Michigan State persisted in advancing Boldness by Design, strengthening it with Shaping the Future,⁴ a supplementary framework created to address fiscal realities by reducing expenses while heightening efficiency and effectiveness.

In 2012, Michigan State University emerged strategically fit and ready to cope with the new increasingly challenged environment of American and global higher education. Starting from this position of strength, MSU prepared to leap forward in reputation, resources, and impact. The university is destined to succeed, having confidently proven to itself and the world its resilience, determination, and leadership.

³ http://boldnessbydesign.msu.edu/simon_s150_convocation_address.pdf

⁴ <http://shapingthefuture.msu.edu/>

A New Imperative

Bolder by Design continues the journey launched by President Simon with Boldness by Design. Acknowledging the common wisdom that when a strategy is working it should not be abandoned, Simon refined and expanded Boldness by Design, asking members of the Michigan State University community to come together with the collective will to pursue excellence and effect change.

At the heart of Bolder by Design are the original five imperatives of Boldness by Design, plus a new sixth imperative that applies to those five and to every undertaking and citizen of the university. Together, the six imperatives reaffirm what today's public research universities must accomplish to succeed and thrive in the years ahead.

- **Enhance the student experience**—by expanding opportunities for where, when, and how students learn and increasing the value of an MSU degree
- **Enrich community, economic, and family life**—through research, outreach, engagement, entrepreneurship, innovation, diversity, and inclusiveness
- **Expand international reach**—through academic, research, and economic development initiatives and strategic alliances
- **Increase research opportunities**—by expanding research funding to support high-impact scholarship and research
- **Strengthen stewardship**—by nurturing the university's financial assets, campus
- **Advance our culture of high performance**—by elevating the quality and effectiveness of our every work product and process

Acknowledging the remarkable progress made between 2005 and 2012 on each of the five original imperatives, Bolder by Design calls upon Michigan State University to become better, faster, and bolder. This requires that the university community apply its passion, energy, and will to focus on the journey, trusting it will be “both transformational and incremental. Each of us makes Big Ideas real through day-to-day efforts.”⁵

⁵ Lou Anna K. Simon, “Conversation with the President,” June 8, 2013

Big Ideas, Bigger Ambitions

The ideas that will animate Bolder by Design—like Boldness by Design—were developed through a campuswide consultative and collaborative process. In 2012, initial suggestions were solicited for the Big Ideas and significant issues Michigan State University needed to address to strengthen its performance, resilience, and sustainability.

Numbering in the hundreds, these suggestions were carefully considered, consolidated, and connected to the imperatives they support.⁶ Beginning in December 2012, the results of this process were shared with university leadership in a “Conversation with President Simon,” the first of eight conversations held between December 2012 and December 2013. The purpose of these meetings was to begin the process of selecting and refining the wealth of Big Ideas into a workable taxonomy of Headlines, Pathways, Outcomes, and Metrics.

Focusing the Imperatives

Big Ideas = Possibilities

Headlines = Envisioned Impacts

Pathways = Unifying Themes across Imperatives

Outcomes = Achievements

Metrics = Accountability

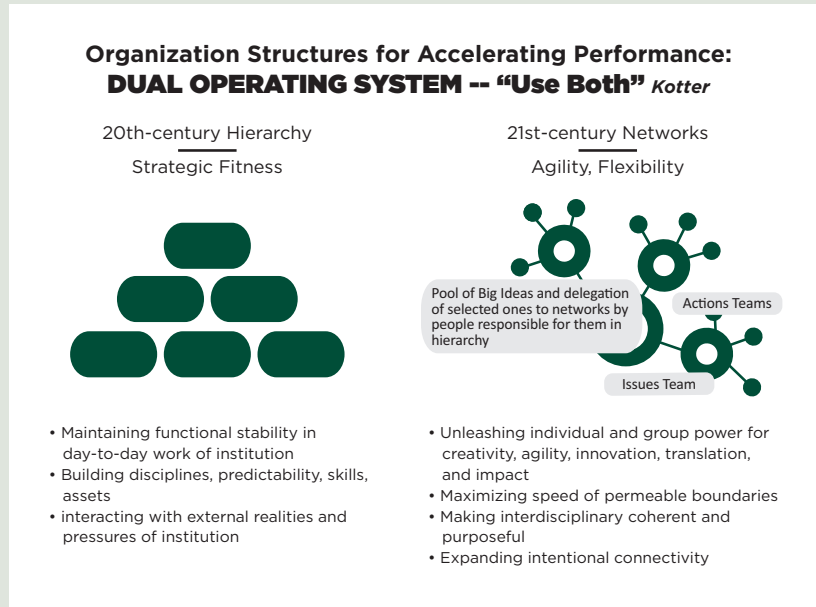
At her annual State of the University address on February 12, 2013, President Simon challenged the university community to imagine what the outcomes could be if it embraced these bolder possibilities today and used them to build on the best of the university’s place and people to create an even better tomorrow for MSU students, as well as the state, nation, and world.⁷

Three core concepts drawn from literature in leadership and organizational culture shaped discourse at the “Conversation” meetings. At the first conversation, President Simon posed three strategic questions upon which she asked the entire university to focus.

⁶ See Appendix I

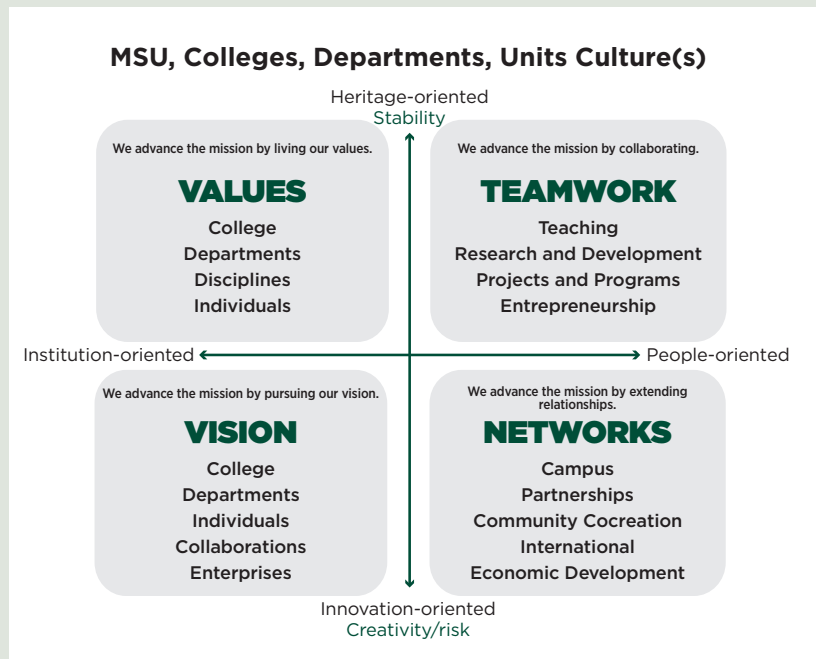
⁷ See Appendix II

1 How can we develop and practice a **dual operating system** comprising both the formal university organization and informal campuswide action teams to speed up decision making and foster higher performance?



Adapted from Jonathan Kotter⁸

2 How can we **strengthen our culture** by focusing on both improving the quality of our work and our accountability to one another?



Adapted from William E. Schneider⁹

⁸ Kotter, "Accelerate!" Harvard Business Review, November 2012.

⁹ Schneider, *The Reengineering Alternative*, 2000.

3 How can we break from old habits, assumptions, and routines to **develop and establish new habits** that redefine excellence and empower leading by doing?



Adapted from Charles Duhigg, *The Power of Habit*,¹⁰
influenced by Lee Cockerell, *Creating Magic*¹¹

The pursuit of the university's ideals, especially its land-grant ideals, determines why we do what we do—our purpose. Our culture, as exemplified by our habits and attitudes, defines how well we do what we do, and that determines our impact and success.

A Bolder Example

In February 2013, Acting Provost June Youatt took the first steps in applying the dual operating system to advance evaluation and strategy development on four Big Ideas she identified as top priorities for academic administration.¹²

- Create a campuswide strategy for technology, teaching, and learning
- Expand the campus capacity for networking and interdisciplinary work
- Improve persistence, retention, and graduation for underserved populations
- Create a healthy campus climate for students, faculty, and staff

For each of these initiatives, Dr. Youatt appointed an issues team charged with spending a single day exploring the topic, developing an assessment of possible ways to move forward, and preparing a single-page report setting out recommendations for action. In April 2013, these recommendations were shared with the university community and there has been progress in every area.

¹⁰ Duhigg, *The Power of Habit*, 2012.

¹¹ Cockerell, *Creating Magic*, 2008.

¹² <https://provost.msu.edu/archive/2013/Issues-Teams-Getting-It-Done.html>

Picking up the Pace

First introduced in December 2012, the dual operating system in less than a year accelerated the process of considering, deciding upon, and putting into action four significant change initiatives. Not only did this accelerate what before would have been a tediously slow process, but it defied some assumptions about the deliberative pace often required by academic culture. At the same time, it affirmed the university community's ability to develop new ways of working together that respond to the demands of today's complex and rapidly changing environment.

Other examples of the dual operating system at work expediting improvement and change can be seen across the Michigan State University campus in Human Resources, Auxiliary Services, Infrastructure Planning and Facilities, and a number of colleges and departments.

Following the formative conversations of 2013, by 2014 units across campus aligned their planning with Bolder by Design, factoring in many ideas proposed during the idea phase and preparing to use the dual operating system approach to speed the movement of selected ideas into action.

Another focus for 2014 is development of metrics to capture and demonstrate outcomes and to provide accountability to stakeholders. Because Bolder by Design builds upon the original five imperatives of Boldness by Design, it will maintain many of the existing metrics, revise some, and add new ones to address new activities.

Elevate: Performance, Aspirations, Quality

Accelerate: Agility, Speed, Impact

Integrate: Initiatives, Data, Actions

To be successful, Bolder by Design asks everyone, acting individually and collectively in units and across campus, to seize the opportunity to elevate aspirations, accelerate action, and integrate the many assets MSU has to offer. By committing to the highest levels of performance, we can achieve the best for society and those the university serves.

Unshakable Roots, Bolder Future

Today, MSU is a model of what a great university should be in the 21st century. It is still mission-driven, values-oriented, student-centered, strong in reputation, and dedicated to improving quality of life of all people. And it continues to expand resources, support, and partnerships around the world.

The MSU community envisioned, and then realized, innovations throughout the university to advance Boldness by Design imperatives, many in a ways that differentiate it from other large public universities. For example, the development of “neighborhoods” on campus that support student success, engagement scholarship and practice, and deep and broad involvement in Africa.

Further, MSU envisioned and pioneered the evolution of the land-grant mission to the world-grant mission—the new model for advancing knowledge and transforming lives for the 21st-century, globally interconnected and interdependent world.¹³ Not a recreation of the land-grant mission but supplementary to it, the world-grant mission extends the land-grant intention and passion to doing good for others, without borders, as defined by their needs.

Just as in 2005 when with Boldness by Design MSU set its sights on 2012 as the next milestone in the journey from great to even greater, in 2014 MSU’s Bolder by Design sets its sights on 2020 as the next appropriate time to take stock of the major transformations we are launching.

As we advance, we will collectively draw our inspiration from remembering that Michigan State is not just a great university with a purpose. There is a purpose, never more relevant than today, carried forward by a great university—Michigan State University. That purpose is to create and realize the possibilities of a prosperous, harmonious, and sustainable global society for the 21st century.

Our Vision: Bolder by Design

By 2020, Michigan State University will be the national model of a high-performing public research university, providing high-impact, high-value results, experiences, and services in every area of its mission.

From possibilities to ideas, from ideas to action, the Bolder by Design journey is picking up speed—better, faster, bolder.

We are Bolder by Design.

13 <http://president.msu.edu/documents/International-Briefs-2012-November-Global-Engagement.pdf>

MICHIGAN STATE

U N I V E R S I T Y

**ANNUAL STATE OF THE UNIVERSITY
FOUNDERS' DAY ADDRESS**

President Lou Anna K. Simon

February 12, 2013

Summary Briefing

Today is Founders' Day, a day to celebrate the powerful vision represented by the Morrill Act—a mandate to transform the work of higher education on the campus and the impact of our work beyond the boundaries of the campus.

Our centennial in 1955 was heralded as the mandate to expand the intellectual, demographic, and geographic reach of Michigan State University on the bedrock of our land-grant heritage.

On the occasion of our sesquicentennial in 2005, I heralded the accomplishments of Michigan State and our responsibility to be one of the great universities for the 21st century, built on a passion for excellence and the extension of our land-grant legacy into a dynamic, global, world-grant destiny:

- a destiny that recognizes the gale-force winds buffeting higher education;
- a destiny that demands passion, determination, and innovation;
- a destiny that keeps Michigan State among the top universities in the world; and
- a destiny that requires the courage to be at the forefront of the next transformation of higher education.

This strategic vision and our fundamental values were framed in 2005 in Boldness by Design, which organized our collective work toward five imperatives:

- Enhance the student experience;
- Enrich community, economic, and family life;
- Expand our international reach;
- Increase research opportunities; and
- Strengthen stewardship.

The real work—the implementation plans—were identified through extensive dialogue with the university and through the usual planning processes. Metrics were identified to measure our progress. Accomplishments were celebrated.

In 2007, as the financial circumstances of the state worsened and the recession hit, we took the basic aspirations, framework, and values of Boldness by Design and overlaid the need to address a large loss in our purchasing power and major state cuts to AgBioResearch and Extension.

Under the rubric of Shaping the Future, the university stepped up to the challenges of pushing big ideas like:

- the campus Neighborhood concept;
- the Facility for Rare Isotope Beams;
- the Broad Art Museum;
- campus and community sustainability; and

enhancing the value of our work by building quality, increasing productivity through innovation and classic cost containment, and making tough decisions to eliminate programs and activities that were important to many stakeholders.

With the leadership and the active engagement of Team MSU, we have not simply weathered the perfect storm, we have made progress in many, many areas.

As we have emerged from the worst sustained economic challenge in our history, we find that the winds continue to blow. More important, we find the landscape fundamentally changed—many write about aspects of the new reality facing global higher education.

We must approach this morphed landscape with the same big vision, values, passion, creativity, and determination that has marked our founding, our centennial, and our sesquicentennial. Therefore, we have spent the last few months in a variety of conversations about how to refresh our strategic vision, values, and framework.

The conversations reinforced that we must be BOLDER. We must build on the strategic vision, values, and framework that were the foundation for Boldness by Design and Shaping the Future. We must keep the five imperatives as a framework for university-wide and unit-based ideas and implementation plans. We must continue to use metrics and evidence-based approaches.

We heard the need to more explicitly strengthen the aspects of the MSU culture that facilitate our successes and our global distinctions and distinctiveness and that enhance big ideas and prudent risk-taking. Therefore, we will add a sixth imperative. We must

- Advance our culture of high performance.

We want to explore what it takes to be a model high-performance institution, one that makes magic because we have the discipline to do what it takes to offer high-impact and high-value results, experiences, and services.

“Bolder” leverages our capacity to navigate the new landscape, enhancing our position among the world’s top 100 universities.

We heard that we need to find ways to communicate not simply metrics or accomplishments but how individual actions connect to overarching goals within and across imperatives. We need to be guided by audacious, long-range goals that require persistent steps as well as a few big leaps.

Therefore, we have included the concept of headlines to help communicate these big ideas. Over the rest of the semester, we will be continuing the dialogues with various groups and through the usual planning processes to further delineate the university and unit-level goals and implementation strategies under each imperative.

To dispel the belief that this is simply business as usual or incrementalism without urgency, let me share with you some of the headlines that will guide our work together.

IMAGINE: Closing the gaps in our students' experience

- ▶ Make the Neighborhood concept the national model student experience that addresses with greatest success the challenges of persistence, retention, and graduation rates.
- ▶ Develop innovative curriculum, pathways, and policies that cut barriers and time-to-degree and leverage precollege programs and student analytics to identify success and risk predictors for students, providing this information to the people who can use it to foster and ensure student success.
- ▶ Become a recognized center for interdisciplinary, experiential learning-and-research engagement that differentiates our undergraduate and graduate student academic experience from all other universities as giving our students education that's relevant for tomorrow as well as today.
- ▶ Ensure every undergraduate's learning experience will incorporate at least two significant experiential opportunities.
- ▶ Lead the nation in graduate education, doubling the number of underrepresented graduate students over the next three years, expanding grad school partnerships with programs and colleges and maximizing "parallel mentoring" by faculty to maximize students' academic and career development.
- ▶ Become recognized masters of learning technology, with a strong campuswide strategy for teaching and learning supported by ongoing testing and improvement of instructional models and a focused, mission-driven, and sustainable strategic plan for massive open online course (MOOC) offerings.
- ▶ Lead the nation in our reputation for graduating experientially trained, multidimensional people—T-shaped people whose frame of reference and skills are a combination of broad and deep—people who are work-ready and highly sought after in the new global, intensively technological, data- and innovation-driven workplace.

IMAGINE: Advancing sustainable wellbeing and prosperity for underserved populations, urban and rural, in Michigan and beyond

- ▶ Sustain our position as world leader in engaged scholarship, advancing our reputation for leveraging expert knowledge in addressing societal and economic issues and for continually contributing to developing that knowledge into a body of lessons learned for sharing and speeding solutions to vexing, constantly changing problems.
- ▶ Align and focus our activities intellectually and geographically to increase energy and impact in given activities and regions.
- ▶ Create the model 21st-century Extension, focused on transforming urban and rural communities to better promote their own prosperity through partnerships targeted toward addressing community-defined challenges at home and globally.
- ▶ Incorporate community service or civic engagement learning experience for at least 70 percent of our undergraduate students, preparing them to make service and engagement part of their lives as part of their heritage as Spartans.
- ▶ Continue to build an ecosystem that supports innovative economic strategies in distressed regions throughout Michigan, while working with our local partners to make the Greater Lansing area a dynamic, world-class community—a place where people come to work, live, and prosper.
- ▶ Lead in transforming pre-K-12 and all forms of postsecondary education, focused on creating strong foundations for the workforce of the future for all students—pre-K-12 through associate-degree, baccalaureate-degree, and graduate-degree students—as we model that workforce for them every day.

IMAGINE: Becoming the leading networker of the most significant learning, research, and service networks around the globe

- ▶ Redefine study abroad and enrich it through research, internships, and community engagement with every student having at least one international experience.
- ▶ Continue to share the advantages developed for our state and nation through realizing land-grant ideals by pursuing determinedly the extension of these advantages to disadvantaged communities throughout the world, realizing land-grant ideals anew as world-grant ideals.
- ▶ Develop the model network of international research networks, strengthening collaborations and lowering transaction costs to heighten the success of MSU faculty engaged in international research.

IMAGINE: Increasing research funding by 50 percent to \$750 million annually by leveraging our institutional and interdisciplinary assets

- ▶ Lead the nation in advancing the frontiers not only of nuclear science and plant science but brain science.
- ▶ Maintain our distinctive competencies in nuclear science, food safety and security, water quantity and quality, and plant science and bioeconomy-related products and processes.
- ▶ Continue to expand our funding and outcomes in other signature areas within agriculture, engineering, natural sciences, education, business, social sciences, health sciences, education, and liberal arts and humanities.
- ▶ Capitalize on winning and building the Facility for Rare Isotope Beams to attract: outstanding researchers; additional related funding from state, national, and international sources; and entrepreneurial talent capable of commercializing its scientific and engineering breakthroughs.
- ▶ Seize the new opportunities inherent in bioinformatics and big data.
- ▶ Recruit new talent aggressively to strengthen all of our leadership and competency positions and also to launch strong initiatives in new emerging areas.
- ▶ Grow our pipeline of intellectual property and relations with investors to nurture a regional entrepreneurial ecosystem.
- ▶ Align our strengths to launch and lead major research initiatives with support provided for the interdisciplinary teams needed to do it.

IMAGINE: Meeting and exceeding our goals for institutional resource development, management, and sustainability

- ▶ Maintain and elevate our position, participation, and broad recognition as one of the top 100 research universities in the world.
- ▶ Develop world-class operating support systems, getting data to the people who need it and giving them state-of-the art skills and knowledge to succeed in a culture of high performance while still containing costs.
- ▶ Lead our nation's institutions of higher education in sustainability theory and practice, broadening the scope of our environmental stewardship to address our grand challenges with a model that doesn't shift costs to students.

- ▶ Expand our courage and capacity for risk-taking and innovation, both internally and externally, for the purpose of making us, and life for those we serve, increasingly better.
- ▶ Convert 100 percent to renewable energy sources by 2030.
- ▶ Meet and exceed our capital campaign goal of \$1.5 billion to ensure our financial sustainability, to elevate us among our peers in external support, and to close our gaps in support for scholarships and endowments.
- ▶ Attract funding and asset donations to the Broad Art Museum, building it into one of the leading contemporary art museums in the nation.
- ▶ Achieve the highest levels of productivity through innovation in our management practices, risk management, classic cost containment, and adoption of current, proven best practices in all areas.
- ▶ Continue to measure and communicate both internally and externally our progress throughout all units to demonstrate our dedication, achievements, and continuous drive to be better.
- ▶ Develop the recognized healthiest university community in the nation for faculty, staff, and students, addressing such issues as obesity, nutrition, and lifestyle choices regarding alcohol, drug use, smoking, and fitness.

IMAGINE: Elevating performance in every area of Michigan State University to become the nation's model university workforce of the future

- ▶ Streamline our daily operations in every area, while at the same time transferring our financial and human capital savings to adding value for teaching and learning, research and scholarship, and outreach and engagement imperatives.
- ▶ Advance the frontiers of our own institutional behavior, developing in each individual and each unit the habits, practices, and discipline required to succeed at delivering high-impact, high-value results, experiences, and services in every area of our enterprise.
- ▶ Aspire to “magic” in how we interact with one another, among units, and with all of our stakeholders and partners by tearing down barriers, establishing predictability, encouraging clear communication, and focusing on delighting all we serve with our cutting-edge knowledge, genuine respect, trustworthiness, and efficiency.

- ▶ Develop a habit of accountability and a communications initiative that demonstrates evidence of progress not only through metrics but also through examples of teamwork and individual actions that advance our overarching goals, both within and across our imperatives.

WE CAN DO THIS...AND MORE. SPARTANS WILL.

MICHIGAN STATE

U N I V E R S I T Y

BOLDER BY DESIGN
Imperatives and Headlines

Continuation of a journey that began with

BOLDNESS BY DESIGN

Compiled after
“Conversation with President Lou Anna K. Simon” event
January 29, 2013

Enhance the student experience—by continually improving the quality of our academic, social, and cultural teaching and learning and increasing the value of the MSU experience and degree by building “T-shaped,” work-ready graduates through our undergraduate and graduate programs.

- Continue to build the Neighborhoods as venues that offer students strong experiential learning connections to academic, social, and cultural education and to MSU’s values of quality, connectivity, and inclusiveness
- Explore various new instructional modes and expand curriculum reform to offer more experiential learning; more interdisciplinary and co-curricular options; more intercultural, service, and civic engagement learning; more flexibility and innovation
- Focus on technology and STEM-related work within undergraduate and graduate education
- Expand student leadership opportunities within Neighborhoods and for graduate students
- Become a leader in the effective use of technology to support new teaching methods and to connect undergraduate, graduate, and international learning experiences
- Develop and employ a comprehensive set of student analytics to inform an evidence-based advising and support practice to enhance student success and increase retention
- Grow the number of graduate and undergraduate online programs
- Develop more MOOCs and join a major MOOC or open courseware consortium
- Reduce time to degree and increase graduation rates of graduate and undergraduate students
- Build value of MSU degrees by enhancing education with a wide range of both in-class and out-of-class experiential learning opportunities
- Design and implement integrative precollege and preparatory “bridge” initiatives that deliberately connect to our mission and prepare students to succeed in our teaching and learning environment
- Be the strong advocate and player in the improvement of P-12 education, particularly in STEM, in Michigan

Headlines

MSU “Neighborhoods” present national model for student engagement, support, health and wellness

- ▶ MSU experiential learning emphasis drives soaring student success rates
- ▶ MSU leading innovation in graduate education delivery and impact
- ▶ MSU’s innovative online strategy addresses needs of undergraduate, graduate, and community change-agent students around the world with top-quality programs
- ▶ MSU creates nation-leading programs for preparing P-12 students for college success, particularly in STEM

Enrich community, economic, and family life—through outreach, engagement, scholarship, research, innovation, entrepreneurship, inclusion, and diversity.

- Institute youth programs through MSU Extension to augment precollege and other preparatory programs with experiential learning opportunities
- Disseminate engagement strategies and research to target achieving horizontal and vertical changes from Infancy to Innovation (i2i) to optimize human development outcomes, particularly within families living in poverty
- Expand the activities and locations of Community-Based Initiatives (CBIs), such as those in Flint, Lansing, Detroit, Midland, and Holland to focus on solving community-defined problems with cross-disciplinary research on community needs
- Support economic development and growth in all sectors throughout Michigan
- Expand exporting opportunities for Michigan communities by building community strategies and better aligning MSU’s international networks
- Enhance and continue to be the national/international leader in community-engagement scholarship and service-learning practice and organizations
- Create a better connection between the experiential parts of outreach and engagement and undergraduate and graduate education beginning with “Tools of Engagement” and “Community Engagement and Systems Change” course requirements and other offerings

- Continue to advance and measured impact of engagement scholarship initiatives on campus to research awards, academic-related service-learning, and increased engagement activities, including elevating it for recognition in promotion and tenure process

Headlines

- ▶ MSU aligns Extension youth programming to innovative P-12 academic initiatives to create integrated preparation for Michigan students' postsecondary success
- ▶ MSU focuses on leveraging its networks to expand economic development and exporting opportunities for Michigan business
- ▶ MSU colleges, Extension, and Outreach and Engagement unite to design and implement interdisciplinary, scholarship-focused, university-community partnerships to address problems affecting Michigan communities
- ▶ MSU designs new opportunities and education programs for faculty, staff, students, and alumni to collaborate in community engagement research and service activities

Expand international reach—through academic, research, and economic development initiatives and global, national, and local strategic alliances.

- Continue to lead in study abroad numbers and to stay at the forefront redefining study abroad as experiential learning opportunities that connect programs to academic priorities, professional development, and intercultural skills development
- Lead in reputation and practice as a place that is exceptionally experienced and effective at international development work
- Grow external support from agencies, such as the U.S. Agency for International Development, and foundations, such as the Bill and Melinda Gates Foundation, with shared values and objectives and related work
- Focus all international activities and programs on our big idea—helping create sustainable, prosperous, global, resilient communities, particularly in disadvantaged and challenged populations
- Be the go-to place among key players in international engagement, research, and teaching and learning

- Reframe the internationalization of higher education as creating a global network of networks that links partner institutions and sectors worldwide in focusing on challenges and opportunities of common interest and continue expanding MSU’s network of those who share our international objectives and have potential to return international benefits to Michigan
- Assist in building cross-college, crosscontinent, and interdisciplinary consortiums focused on the issues, questions, and opportunities that require international perspectives, research, and engagement
- Attract more faculty to international engagement by reducing “transaction costs” for MSU researchers and providing greater assistance in targeting their international locations and themes, identifying areas of potential success in gaining collaborators and awards, and managing post-award requirements
- Reframe the internationalization of higher education as creating a global network of networks that link partner institutions and sectors worldwide in focusing on challenges and opportunities of common interest

Headlines

- ▶ MSU network of networks a national model for connecting international expertise, assets, and organizations to advance knowledge and transform lives near and far
- ▶ MSU national leader in study abroad, attracting international students, and integrating international engagement into education, research, and institution-wide perspective

Increase research opportunities—significantly expanding funding of research and creative activities, development of our signature- and emerging-discipline opportunities, recruitment of internationally competitive faculty, postdocs and graduate students, and engagement of graduate and undergraduate students in a variety of research and scholarship experiences.

- Continue to grow and demonstrate the exemplary pursuit of internationally recognized AAU research in a public land-grant setting, performing on nationally recognized research productivity metrics in the top half of AAU land-grant institutions
- Increase publications of outcomes of research and creative activity
- Increase total extramural funding for research by 50 percent over the next five years

- Increase corporate-sourced research funding by 25 percent per year for the next five years
- Increase invention disclosures by 60 percent over the next five years, resulting in doubling of aggregate patent and copyright licensing revenues
- Develop a growing portfolio of interinstitutional and corporate interdisciplinary research collaborations and funding proposals that leverage complementary institutional strength and promise near-term and well-funded projects of high scholarly and social significance
- Continue to be the best and augment work in signature areas, including nuclear physics, plant science, supply chain management, food and water security, mathematics education, and more
- Be the early adopter of cognitive learning theory and application, such as brain science, and aggressively pursue other promising areas, such as “big data” analytics, genomics, and nanotechnology
- Address areas of emerging or unmet need, such as Midwest demographic changes, STEM education, gerontology, obesity, climate change, state and local public policy research, and cybersecurity
- Review and refine policies and practices across the portfolio and update them to current requirements in all areas, including graduate education and research
- Develop and implement the University Research Organization (URO)

Headlines

- ▶ MSU research funding increases by more than 50 percent to exceed \$750 million annually
- ▶ MSU interinstitutional, interdisciplinary research collaborations providing strong funding, rapid results, and high impact in cutting-edge areas
- ▶ MSU assumes leadership in cognition theory and learning analytics research and application to elementary, secondary STEM education programs
- ▶ MSU research programs provide rewarding, immersive experiential learning and professional development for undergraduate and graduate students university-wide

Strengthen stewardship—by sustaining and growing MSU’s financial assets, campus infrastructure, and people for optimal performance today and tomorrow.

- Continue to use and adjust Just-In-Time to cut costs in processes and the supply chain
- Reposition and retrain people displaced by cost cutting with contemporary skills that add value to their work life and empower their performance
- Overhaul the employee classification and compensation system
- Use and more fully implement Advance Framework (NSF grant) to create 21st-century model for diversity and inclusion
- Make data more transparent and available in real time that is useable, understandable, and that employs clear metrics for use in evidence-based decision making at all levels
- Refine EBS system to improve usability and quality of data for analysis and reporting and develop and implement new data tools to aid information capture and quality
- Update and advance campus master plan with focus on energy and sustainability
- Continue to lead U.S. higher education in sustainability theory and practice
- Continue to modify and upgrade classrooms and facilities to support new technologies, new research requirements, new instructional modes, such as SCALE-UP collaborative pedagogy, and other experiential teaching and learning methods and academic work
- Create a healthy campus climate for students, faculty, and staff and provide health care options that promote and support wellness
- Implement Affordable Care successfully and adapt to changes in the health care arena to contain costs
- Enhance MSU’s position as a health care provider
- Continue to strengthen brand positioning for quality academic programs and world-changing research
- Lift annual fundraising to \$250 million per year in new commitments, exceed \$1.5 billion capital campaign goal ahead of schedule, conclude campaign with endowment exceeding \$3 billion, and develop new public university model of alumni engagement in the process

- Maintain and advance successful athletics programs that connect campus community members and individuals across the region, nation, and globe while holding all staff and student athletes to the highest moral and ethical standards

Headlines

- ▶ MSU demonstrates most effective use of supply chain management in public higher education
- ▶ MSU grows endowment to \$3 billion with engaging, successful capital campaign

Advance our culture of high performance—becoming agile, quick responders to opportunities, challenges, and competition and confident, highly trained professionals dedicated to providing exceptional service to everyone daily—creating MSU magic for one another, for students and alumni, and for stakeholders and partners near and far.

- Train for and advance an exceptional service-delivery model of interpersonal performance behavior for all MSU employees at all levels
- Remove bottlenecks and barriers to effective performance of transactions, functions, and all required responsibilities that can cause frustration and affect morale
- Streamline processes and procedures to reduce complexity and duplication to enhance effectiveness and realize efficiencies that contain and lower cost without compromising service
- Benchmark all service processes, procedures, and standards regularly against comparable industry leaders to assure performance is based on current best-in-class practices
- Revise our organizational framework to be more agile
- Communicate our expectations of high-performing people to all campus community members—students, faculty, staff
- Communicate to connect, inform, educate, appreciate, encourage, recognize, praise, celebrate
- Through the capital campaign, double the number of scholarships awarded annually to attract the highest-performing domestic and international undergraduate and graduate students

- Through the capital campaign, double the number of endowed chairs to attract and unleash top academic and research talent
- Assess our personnel policies and priorities to support expectations
- Communicate performance evaluation expectations and align performance review process to better ensure understanding and commitment
- Provide state-of-the-art tools for high performance: infrastructure of all kinds, facilities, teaching and learning spaces, technology, training, professional development, data management, support service

Headlines

- ▶ MSU known both inside and outside university for world-class, service-oriented support systems
- ▶ MSU creating magic: Leading U.S. higher education with transformations that wow students and partners around the world
- ▶ MSU best university to work at for work environment, employee development and support, sense of accomplishment and progress, all-over good feeling about employer's mission, values, aspirations

Headline themes that cut across and integrate the Bolder by Design imperatives

Interdisciplinary

Experiential learning

Health and wellness

Technology integration

Close undergraduate and graduate student experience gaps

Lifting P-12 performance and preparation, especially in STEM

Sustainable, resilient communities: campus, Michigan, nation, world

Infancy to Innovation (i2i) context

Engagement/engagement scholarship commitment and methodology

Value of our degrees, experience, and contributions

High expectations

“We must view our journey as both transformational and incremental.
You make big ideas real through day-to-day efforts.”

-Lou Anna K. Simon