Current Thinking on the *Bolder by Design* Imperatives and Initiative Priorities

Enhance the student experience by expanding opportunities for where, when, and how students learn and increasing the value of an MSU degree ... meaning Michigan State needs to be a leader in preparing ALL students for success.

- This process is already underway with our residential Neighborhoods support services in cooperation with academic units.
  - We launched a pilot Student Success Coaching model in August 2014. Low-income, first-generation students who are receiving coaching are significantly more engaged in positive academic behaviors than a comparison group. They formed study groups, visited faculty office hours, met with advisors, and consulted career services more often than other first-year students in their first semester.
  - In 2014-2015 960 low-income, first-generation students are participating in the Spartan Success Scholars initiative in the Neighborhoods. They receive focused outreach from (peer) Resident Assistants and Intercultural Aides and from academic advisors in the Neighborhoods. [Students were BOTH low-income and first-generation.]
  - At the end of fall semester, 20% fewer of these students were on academic probation than would be predicted based on pre-Neighborhood cohorts. [17% of Spartan Success Scholars were on academic probation, compared to a 21% rate in past. But only 8.9% of the rest of the first-year class was on probation, so low-income, first-gen students are still twice as likely as their peers to end up on academic probation, indicating a very substantial opportunity gap.]
Overall percent of first-year class on academic probation is down from 9.8% last year to 9.4% this year - a trend that is continuing.

Students who used academic services in the Neighborhoods had higher average GPAs (3.13 compared to 3.0) and were 20% less likely to be on academic probation at the end of first semester.

Fall 2014 saw over 22,000 individual visits to tutoring and other academic success programs in the Neighborhoods.

New partnerships are forming between colleges and Neighborhoods:

- Spring 2015: College of Social Science expanded Help Rooms for critical gateway courses
- Fall 2014 and Spring 2015: Graduate School Teaching Assistant Program incorporating Nbhd and student success into training and development for TAs of many of our large introductory courses
- Academic advisors and student success professionals in colleges working closely with Nbhd staff on real-time interventions for students in need

$5 million gift from Herbert H. and Grace A. Dow Foundation to support the Dow STEM Scholars program, a partnership among Nbhd, College of Natural Science, College of Engineering, and Lyman Briggs College, to increase number of underprepared students who graduate with degrees in STEM (first 50 students to begin this summer)

Through the efforts of Dr. Stephanie Watts in the Department of Pharmacology/Toxicology, MSU Graduate School is now one of 17 institutions nationally with an NIH “BEST” grant. This is a 5-year program and experiment to improve the career and professional development of biomedical doctoral students and postdocs seeking non-academic employment.
Lessons learned are shared across the colleges at MSU so that all graduate students and postdocs can take advantage of new strategies for career success.

- MSU is the lead institution for an NSF-sponsored MOOC (massive, open online course) on “An Introduction to Evidence-based Undergraduate STEM Teaching”. It is a free online 7-week course exploring effective teaching strategies for college or university STEM classrooms.

- Unique about this project is MOOC-Supported Learning Communities. 5,000 people participate each semester, many connected with 58 learning communities across the U.S. and 5 other countries.

- The Grad School and COGS moved into Chittenden Hall in September. This gives graduate education both visibility on campus as a key part of the educational enterprise, plus gives graduate students a “neighborhood-like” environment to connect with each other and to consult with staff on a variety of issues related to graduate student success.

- One new monthly event in Chittenden is the “write in”. More than 60 students gather to commit to writing for 3.5-4 hours, followed by lunch. Writing Center and Counseling Center consultants are on hand to assist.

- Over the past year new graduate programs we’ve launched include a master of science in Business Analytics to work with big data and a master of arts in Art & Cultural Management.

- Provost June Youatt is working with our deans to develop an entrepreneurship minor spanning the university. Students will be able to work with faculty mentors in any area of enterprise.

- We’re also doing that in response to the challenge of online learning — Provost Youatt is planning an innovation hub to leverage our experience with MOOCs across the university.
Enrich community, economic, and family life through research, outreach, engagement, entrepreneurship, innovation, diversity, and inclusiveness.

- Extension economist Eric Scorsone’s work in analyzing municipal finances in Detroit and Lansing and developing a system to predict fiscal stress in Michigan school districts is one example.

- Our new medical education and public health research space in Flint will double the medical students in local hospitals and position the community to be both a contributor to and beneficiary of what we learn.

- In Grand Rapids, our downtown Biomedical Research Center will be support growth of our NIH-funded research, and propel the community to greater knowledge economy opportunity.

- Here in mid-Michigan MSU needs to recruit and retain the best talent. Creating a diverse, vibrant, supportive community is key. But we continue to struggle with diversity, both in retaining students of color and recruiting and keeping faculty members.
  - Provost Youatt is working on several diversity initiatives, recently convening a new faculty and staff working group.
  - We’re also looking at supporting work-life balance and career flexibility for all faculty members so we can keep the great talent we have.

Expand international reach through academic, research and economic development initiatives, and strategic alliances.
• Today more than 1,700 MSU faculty members work in 176 countries, demonstrating our commitment to what 10 years ago I labeled the World Grant Ideal of university engagement.

• World-class universities increasingly are part of global partnerships tackling big, complex problems.

• In areas such as food and the environment, MSU already is positioned to leverage solutions cutting across our work areas. Example: MSU’s co-sponsorship with the United Nations Food and Agriculture Organization in Rome last month of a global inland fisheries conference.

  o The MSU/FAO relationship spelled out in an MOU is expected to include a visiting scholar program at MSU; student internships; a new assistant professorship in global inland fisheries ecology and management; and a hybrid online/fieldwork course.

• The MasterCard Foundation Scholars program is another demonstration of our knowledge partnership reaching across borders by accelerating opportunity for promising students in Africa.

**Increase research opportunities by expanding funding to support high-impact scholarship and research.**

• Each month brings further progress on the Facility for Rare Isotope Beams, which will take the university and the community to a higher level.

• The biomedical engineering facility set for completion this year positions us well to seize future opportunities.
• Our international stature is connecting us to important infrastructure elsewhere, including the IceCube Neutrino facility in Antarctica, which we joined this past year.

• Academic Competitiveness Fund. We’re dedicating $15 million in recurring funds to hire world-class tenure system faculty.
  
  o We are planting the seeds to extend our world-class reputation into genetics … energy … applied computation and biodata analysis … personalized medicine … agricultural sustainability and food safety.

Strengthen stewardship by nurturing the university’s financial assets, campus environment, infrastructure, and people.

• Our capital campaign, designed to “empower extraordinary,” spells out our priorities and serves as an inflection point toward a higher level of excellence.
  
  o Endowments for scholarships and fellowships, and for faculty chairs and professorships.
  
  o Investing in innovative academic and research programs and modernized infrastructure.
  
  o In the last 6 months we have established 9 new endowed chair positions.
  
  o We’re at 56% of goal with about $846 million raised to date.
  
  o MSU faculty and staff have stepped up with $46 million in commitments.
Advance our culture of high performance by elevating the quality and effectiveness of every product and process.

- CIO Joanna Young, has done an initial assessment of the technology across the institution, and proposes a transformation of information technology across MSU. Highlights of her plan include:
  - IT Stabilization Program: In this era of heightened risk and reliance on technology, MSU is investing in the security, stability, efficiency and effectiveness of information technology across the institution. One only has to read the headlines to know how important it is to protect our faculty, staff, students and our collective digital assets.
  - Enhanced Network Capability: The network is a critical utility, much like power and water, and the appetite of research and academic work for connectivity increases exponentially every year. We are embarking on multi-year projects to strengthen and expand our network capacity and function, with particular emphasis on expanding WiFi and supporting research.
  - 21st Century Innovation: Young is working with other leaders on a number of initiatives to transform the way we design and deliver technology.
    - A leading example is Academic Analytics, including our relationship with the University Innovation Alliance, which requires innovative, contemporary technology ideas and approaches to measure and improve outcomes.
- MSU Human Resources Solutions Center, a new unit designed to better connect stakeholders with services
  - The Solutions Team is made up of nine HR generalists whose job it is to work with employees and others when needed by phone, e-mail or walk-in, and staff outreach events.
- On average, this team is responsible for fielding about 50,000 phone calls per year.

  - The Operations Team typically works more closely with MSU units and vendors and is composed of three sub-groups: The Academic Records transactional group; the Support Staff, Student Employee and Health Care transactional group and the Data Quality and Analysis group.