



# **Boldness by Design**

**Annual Progress Report  
2007-08**



**Boldness by Design  
Progress Report 2008  
Executive Summary**

The strategic imperatives of *Boldness by Design* have become the vectors by which the University moves toward its aspiration of defining itself as the World Grant institution. As each unit works toward enhancing the student experience, enriching community, economic and family life, expanding international research, increasing research opportunities, and strengthening stewardship, their aggregate efforts help create a bridge to the World Grant vision.

The annual progress reports on *Boldness by Design* suggest the following themes:

- MSU is growing and **aligning its assets** and opportunities through international activity, and internationalization of the University is taking on a new shape. The University is capturing international attention with the opening of programs in Dubai; Colleges are building real partnerships with international universities that expand well beyond student exchange opportunities; staff from Operations, Engineering and Student Affairs are developing an international perspective through their work in Dubai; the College of Education has established a new Global Educator Cohort, while three other colleges are working on a student International Global Corps; international student enrollments are expanding, with an integrated international recruitment strategy; Student Affairs staff are collaborating on ways to better support international students; language teaching and research is becoming more integrated.
- MSU is moving from an **attitude of stewardship to action in stewardship** through real projects that reduce the carbon footprint of the University, while allowing the MSU community to develop and practice new patterns of conservation, allowing each member of the community to make an impact. MSU's increasing investment in human capital is demonstrated in added financial management services, enhanced campus internship opportunities for students, and attention to work-life balance for faculty and staff. There is academic **realignment** around the common theme of sustainability.
- MSU is **aligning its assets** and mission to work in ways that have implications for the economic well-being of the state, nation, and world. Research in energy and biofuels, the FRIB project, new models for medical education, enhancing STEM education, and standards in food safety and production are all examples of ways in which the University is extending its work for the well-being of society. The number of students involved in civic engagement projects continues to increase, and is expanding to international projects.
- MSU continues to expand the quality and quantity of its partnerships, realizing that "big solutions" will be co-created and collaborative, rather than born of competition. Colleges are becoming increasingly cooperative and are **aligning assets** in research projects, academic programs, and student activities; Colleges initiated real partnerships with the Chicago Public Schools the Medical University of Chongqing, a four-college partnership with ZheJiang University (water science); a new CHM site in Traverse City. On campus, the Environmental Stewardship initiative has brought together students, staff, and research faculty. In the community, the city and campus are partnering in ways that will revitalize East Lansing and the campus community.

## ENHANCE THE STUDENT EXPERIENCE

*The graduate and undergraduate student experience is characterized by active and engaged learning, innovative program and curricular models, access to high quality student services, significant interaction with faculty mentors, strong preparation for employability, and increased preparation and opportunity for international participation.*

### Student Affairs

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**Goal:** Continue to expand service learning, civic engagement and leadership opportunities for students by working with service-learning based courses in providing services to community Pre-K to grade 12 schools, non-profit agencies and other organizations

**Metrics/Targets:** Number of community based related service learning opportunities available; Distribution and breakdown of students participating in identified community-based experiences; Service-learning opportunities that focus on building and understanding of diversity in the community.

**Progress:** For the 2007-08 year more than 14,000 students participated in service learning, civic engagement and leadership opportunities, as recorded by the Center for Service Learning and Civic Engagement. Final numbers and breakdowns will be available in August.

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**Goal:** Work with students groups and others to generate a greater peer culture of expectations around inclusion, respect and civility.

**Metrics/Targets:** Increase in cooperative events by student groups; Decrease in acts of incivility during athletic events; Decrease in complaints from community residents.

**Progress:** A framework has been established for systematically improving the game day ambience at athletic events. A team from Student Affairs, Athletics, Alumni and Olin Health Center (Health Education) has been formed to carry out the initiatives. One of the initiatives, a survey of attitudes and beliefs of students regarding behaviors and opinions about athletic events, has been conducted. A parallel survey of alumni and ticketholders is in process. This summer and throughout the academic year the team will continue to work together to carry out the initiatives that have been agreed upon.

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**Goal:** Create greater opportunities for students to interact with others who are from different cultures and backgrounds.

**Metrics/Targets:** Interaction between racial-ethnic and international students in co-curricular activities; Learning gained from interaction of racial-ethnic and international students; Increased participation in Alternative Spring Break and Study Abroad by CORES group members and OCAT Aides.

**Progress:** Approximately 30 different activities were hosted through the International Volunteer Action Corp (IVAC). These activities brought domestic students of color, domestic majority students and international student together in shared service projects and social experiences; a retreat was held in September for 20 students – 13 international, 2 students of color and 5 majority students. Winter break and Spring break trips to Mexico attracted 29 and 108 students respectively. Students have shared reflection of their openness to cultures and others as a result of these experiences. Instruments to evaluate student learning through the IVAC programs will be implemented beginning in the 2008-09 academic year.

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**Goal:** Enhance the transitional experiences (including welcome week activities) for freshmen.

**Metrics/Targets:** Increase participation of entering freshman in engagement sessions; Increase satisfaction of students participating in engagement sessions; Increase awareness of supportive services and resources; Decrease disruption associated with Fall Welcome activities in the nearby communities; Track benefits of participation in fall welcome activities among freshmen students – including relationship to learning goals and outcomes and participation in campus activities and organizations.

**Progress:** Student Affairs and Undergraduate Academic Affairs are working collaboratively to design a coordinated transition plan for freshman and to meet the goal of shortening Fall Welcome for 2009. Graduate Assistants have been identified to compile data and qualitative information associated with the activities that support the transition of students from AOP through the first year experience. The focus is on the purposeful design of a continuum of experiences leading to the effective engagement of students and optimal learning outcomes.

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**Goal:** Increase the rate of involvement in study abroad and other international experiences for students of color, students with disabilities and pre-college students.

**Metrics/Targets:** Increase awareness of study abroad programs among identified groups, as evidenced by increased inquiries from the population; Increase of the participation of students of color and students with disabilities by 15% annually; Increase in the participation of pre-college students in a study abroad experience by 15% annually; Identify financial resources to support the participation of financially disadvantaged students from the identified populations.

**Progress:** The Disability in a Diverse Society study abroad program is a collaborative effort between Office of Study Abroad, Disability Studies in the College of Education, and the Resource Center for Persons with Disabilities (RCPD). The initial implementation of this program took place in June/July 2007 at the Dublin City University campus in Ireland. It was successful in attracting ten students with eight of them being students with disabilities. Four of these students recognized the uniqueness of MSU's offering arriving from universities from across the state and nation including University of Alaska, Trinity College (Connecticut), University of Oregon, and Calvin College. Many hours were spent in coordinating accommodations, including sign language interpreting, use of specialized equipment (motorized hospital bed and portable lift system), personal aides, special dietary needs, accessible transportation, etc. Money to provide scholarships for students with disabilities and to fund disability accommodations was awarded through a private foundation, the International Foundation for Study Abroad, as well as MSU Quality Funds.

For summer 2008, the Disability in a Diverse Society continues in Dublin with 12 students enrolled. The IFSA funds have concluded with MSU Quality funds remaining as the primary supplemental support for this initiative. At the onset of this program, a total of 7 persons with disabilities have enrolled with 4 of the 7 choosing to identify hidden disabilities upon arrival in Ireland and not prior to departure.

Collaborative efforts between the Office of Cultural and Academic Transitions and the Office of Study Abroad led to the exploration of barriers to participation in study abroad by students of color and attempts to dispel myths and encourage consideration. Through nine promotional events nearly 200 students were presented with information to expand their consideration of these opportunities. OCAT contributed a total of \$11,000 to assist 28 students in alternative spring break or study abroad experiences.

Upward Bound encourages students admitted to MSU for fall to consider Freshman Study Abroad Seminars; none were able to take advantage of this opportunity for 2008. Twenty (20) rising seniors within the Upward Bound program will participate in a trip to Puerto Rico during the summer of 2008.

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**Goal:** Implementation of the "Life Coaching" student organization advising model design to promote academic success, career focus and a commitment to social justice.

**Metrics/Targets:** Increased academic focus/G.P.A.; Increase sense of life purpose/direction; Increased focus on career goals; Increased degree of holistic living/lifestyle; Increased social justice commitment/action.

**Progress:** The "Life Coaching" model was originally implemented by an external consultant. The consultant was hired in August, 2007 as the LGBT Resource Center Assistant Director, who subsequently resigned from the position in April, 2008. During this nine month period, the 2008 coaching plan was scaled down and applied in the context of LGBT Center staff support and with four LGBT student organization leaders.

While our two-year experience with the coaching model led to some added value for supporting students and staff, particularly in its theoretical framework, we have made a decision to discontinue this program. The model's application did not prove pragmatically sustainable for staff/student relationships. As we continue to pursue efforts related to student and organizational learning paradigms, we are grateful for the lessons learned from "life coaching."

### *Inclusion and Intercultural Initiatives*

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**Goal:** Provide input on the revision on all recruitment, admission, AOP and welcome week materials and events to insure a clear message that is consistent with and supports MSU's core value of inclusiveness.

**Metrics/Targets:** Incoming students and parents/guardians, family members, high school counselors and other interested persons will be aware of MSU's commitment to its core value of inclusion as demonstrated in various media, programs and other appropriate venues; Marketing of MSU's programs and services to first year students will take into account the broad differences among students and will be culturally adapted to attract and retain a diverse cohort of students; Staff responsible for producing recruitment, admission, AOP and welcome week materials and events will possess an understanding of cultural differences to make necessary an effective marketing and programmatic message adaptations.

**Progress:** During 2007-08, the Office for Inclusion worked with University Relations on the development of a proposed communication plan for diversity and inclusion at MSU. The proposed plan will be presented to key administrative offices for consideration of implementation in 2008-09. The proposed plan incorporates the following: Communications Objectives, Audiences (primary and secondary target audiences), Messages (core messages in support of MSU as a diverse, welcoming, and supportive campus community and the Office for Inclusion as a gateway to the programs and resources that support inclusion at MSU), Strategies, and Initial Recommended Tactics (including the development of an institutional graphic identity for MSU's inclusion initiative, design of a institutional inclusion web site, inclusion and diversity advertising placement and options, inclusion and diversity boilerplate text for consistency of messaging in recruitment of students, faculty and staff. I3's work with various units supporting the institution's commitment to inclusion as reflected in University brochures, materials, etc., is continuing and ongoing.

### *Student Affairs and Inclusion and Intercultural Initiatives (Joint Initiative)*

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**Goal:** Create more effective ways to document and respond to bias incidents campus-wide

**Metrics/Targets:** Document calls from students expressing concerns about bias related incidents; Direct response to student concerns through the appropriate units, use CBIRD as the database for bias incidents brought to any unit; Determine the incidents of bias, based on various types of incidents, occurring among the students.

**Progress:** The Centralized Bias Incident Reporting Database (CBIRD) was launched and became “live” in August 2007. Training was conducted for each input member. Correspondence was drafted to the campus community to explain the intent and purpose of the database. The Office for Inclusion and Intercultural Initiatives has been monitoring the database and working with input members on data collection. Information regarding student related bias incidents, entered into CBIRD, is derived from cases reported through the Judicial Affairs process and through Residence Life. The Bias Incident Reporting Hotline has been implemented and calls are directed to the Department of Student Life or the Office for Inclusion and Intercultural Initiatives for students and faculty/staff, respectively. These calls are documented and callers are advised of their rights and the possible actions that may be taken to address issues and concerns. Awareness of this system seems limited and efforts to increase awareness of the Bias Incident Reporting Hotline and CBIRD will be undertaken during 2008-2009.

## *Finance & Operations*

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**Goal:** Create and enhance employment opportunities for students on campus.

**Metrics/Targets:** Convert high potential student jobs into internships aligned with specific academic programs; Create new MSU internships that match student interest and provide benefit to the hiring units; Facilitate a connection between faculty and business units (internship host sites); Elevate the importance of, and accessibility to, experiential learning opportunities; Encourage business units to contribute to the quality of their student employment positions and contribute to the university learning environment; Add value to the MSU Experience for both students and staff.

**Progress:** The first on-campus internships established through this initiative will begin in fall 2008. The program is supported by the Undergraduate Assistant/Associate Deans (UGAAD) and several other academic and business units. A process has been established through MySpartanCareer.com to post and market new internships as they are created. Training sessions for the Student Employment Automated System and orientation sessions for internship supervisors will begin in fall 2008. Separate handbooks for faculty sponsors, business unit supervisors, and student interns were made available in July 2008.

## *Research and Graduate Studies*

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**Goal:** Participate in freshman seminar series conducting discussions on such issues as plagiarism, professional ethics and research integrity for undergraduates.

**Metrics/Targets:** All undergraduates involved in research and other scholarly activities have some knowledge of these ethical issues.

**Progress:** Other units will take the lead in organizing freshman seminars; OVPRGS is prepared to conduct sessions on scholarly topics on request.

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**Goal:** Recruit, retain, and educate the next generation of researchers to maintain the highest professional standards and to be capable of working across disciplinary and cultural boundaries in teams to solve complex problems.

**Metrics/Targets:** Advanced degree graduates prepared to adapt to a changing world and work in multidisciplinary and multicultural teams to solve increasingly complex problems.

**Progress:** The OVPRGS supports the Graduate School and graduate programs as needed to train the next generation of researchers to work in a multidisciplinary, multicultural environment. . The Graduate School is hosting the Summer Research Opportunities Program (SROP) conference at MSU this year and has an NSF grant to support the Alliance for Graduate Education and the Professoriate (AGEP). Both programs aim to recruit and retain underrepresented graduate students.

### *Alumni Association*

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**Goal:** Develop in current students and recent graduates an understanding of the value of alumni connectivity so that they will participate in the Alumni Association.

**Metrics/Targets:** Initially we hope to identify a young alumni liaison in every active regional club and constituent association. These volunteer leaders will work with our staff lead to develop young alumni activities. Additionally, we will maintain membership in the Student Alumni Foundations (SAF), creating an increased value proposition, despite losing substantive membership as a result of the Department of Intercollegiate Athletics decision to change its relationship with SAF.

**Progress:** Developed the young alumni model so that each of the 110 Regional Clubs now has a Young Alumni Coordinator. Also developed the Young Alumni toolbox and have established a Distinguished Young Alumni Award.

### *Provost*

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**Goal:** Focus on the First Year.

**Metrics/Targets:** Quality and inclusiveness profile of entering undergraduates and graduate students, student participation in active learning opportunities; Student access to small classes; Student faculty ratio/ Inclusiveness of student body, faculty & staff.

**Progress:** (selected) The number of inquiry-based sections of UGS 101 (those that strictly adhere to the course description) increased from 27 to 33 (22% growth) with enrollment up by 185 students (52%); the number of freshmen study abroad programs increased from 4 to 7 with an enrollment increase of 67 (66% increase) over the previous year); the Cornerstone Engineering and Residential Initiative is launched; recruited over 18% of incoming freshman class from out-of-state and international areas; College of Education Urban Educator Cohort Program (UECP) achieved high retention rates for minority students: 83% of first cohort (2006) remain at MSU, 95% of second cohort (2007) remain at MSU, total enrollment in UECP is now 113 students; Residential College for Arts & Humanities (RCAH) first-year seminars.

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**Goal:** Active and Engaged Learning.

**Metrics/Targets:** Student participation in active learning opportunities; Student and alumni rating of the quality of their education experience at MSU; Placement rates and employer and graduate school assessment of the

quality of MSU Graduates; Proportion of faculty engaged in undergraduate and graduate education; Inclusiveness of MSU student body, faculty and staff.

**Progress:** (selected) High school guidance counselors both in and out of state were provided with marketing material featuring the dynamic learning environment of the residential colleges; three new living-learning programs were established: Arabic Language, American Sign Language, and Charles Drew Program; incoming Vetward Bound class has a total of 12 persons from under-represented groups, almost double that in previous years; James Madison College graduating class of 2007 has a placement rate of 96% with 61% of respondents reporting employment and 34% reporting continuing on with their education.

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**Goal:** Enhance physical, social and academic environments to support learning.

**Metrics/Targets:** Retention and time to graduation of undergraduates and graduate students; Student and alumni ratings of the quality of their education experience at MSU; Student access to small classes.

**Progress:** (selected) For the first time, the overall graduation rate for students of color was above 60%; changed the service delivery model in RCPD so that all services users (students and staff) have access to each of the disability specialists; graduation rates and retention rates for College Achievement Admissions Program (CAAP) students both increased (1st year persistence for cohort 2006=81.3%- up from 79.2%; six year graduation rate for cohort 2001=46.8%- up from 40.8%); 74.7% of all students responding to a survey indicated that the academic advising they received was good or excellent; RCAH co-curricular projects created: Building Stories, CASTL Fellows, 21st Century Chautauqua, Center for Poetry, and Refugee Elders projects.

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**Goal:** Internationalize the student experience.

**Metrics/Targets:** Student and alumni ratings of the quality of their education experience at MSU; Student participation in active learning opportunities; Proportions of undergraduates and graduate students from out of state and abroad

**Progress:** The Offices of Student Affairs and Services, the Assistant Provost for Undergraduate Education, and ISP continue their collaboration to re-cast MSU's Internationalizing the Student Experience program; the College of Nursing established a partnership with the College of Nursing at Medical University of Chongqing, China; RCAH world language proficiency testing and immersion activities; International Studies and Programs (ISP) is working with the Office of Admissions to further internationalize the MSU campus through strategic recruitment of international and sponsored students; ISP area studies and international thematic centers collaborated with the College of Social Science (SS) to recruit students to the new world region- and thematic-Global and Area Studies majors; with support from the Provost's Office, ISP worked with Agriculture and Natural Resources, Arts and Letters, James Madison, RCAH, Social Science., and the Graduate School to redesign gender studies at MSU – the Center for Gender in Global Context (GenGen) is now fully operational and effectively integrating local, national, and international dimensions of gender; with Quality Funds and support from Agriculture and Natural Resources, Arts & Letters, Education, and SS, ISP awarded pre-dissertation international travel funding to 17 MSU graduate students (out of 60 applicants); ISP facilitated the application and internal review process for MSU students for the national Fulbright and Fulbright-Hays competitions; 7 graduate students received awards; planning across units related to the opening of MSU in Dubai.

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**Goal:** Connect work and academic experiences.

**Metrics/Targets:** Student and alumni ratings of the quality of their education experience at MSU; Placement rates and employer and graduate school assessment of the quality of MSU graduates; Student participation in active learning opportunities.

**Progress:** (selected) MSU is in the final year of our Carnegie “CASTL” leadership participation. Fellows participate in professional development programs associated with RCAH; the College of Engineering Destination Survey reveals that the placement rate for new graduates is 87.1% as of May 30 and the College of Engineering's "Out of Class Room" Experience rate grew to 86% from 70% last year; the Engineering Career Expo attracted more than 120 employers, up from 60 last year; a College of Engineering weekly newsletter is available in print form as well as posted on the College's website; a total of 38 seminars were offered to College of Engineering students to improve their “marketability” and enhance their career prospects; Lyman Briggs College (LBC) augments early-career advising for all science students (with the College of Natural Science and Career Services); JMC continues to expand our international internship placements; the Michigan Futures in the Global Economy Applied Public Policy Seminar examined university-industry linkages and their relevance to the developing Michigan bio-fuel sector.

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## ENRICH COMMUNITY, ECONOMIC AND FAMILY LIFE

*MSU is a primary driver in improving the quality of family, community and economic life through the translation of research and creative endeavors, demonstrated national and international leadership in engaged outreach and research, and the equipping of students for lives of significant civic participation. The University is a model of an inclusive, supportive community to its student, faculty and staff.*

### *Finance and Operations*

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**Goal:** Cultivate public participation in the planning process for campus construction projects by creating appropriate opportunities for dialog and engagement.

**Metrics/Targets:** Establish protocol for Building Contacts; Create 'Annual Planning Day' with other community partners to present upcoming projects; Develop an interactive website that provides relevant project information and creates opportunities for public feedback; Develop project planning communication standards similar to the construction communication policy.

**Progress:** During the past year, progress was made on the four focus areas of the committee:

1. Construction Project Communication Policy – a draft document has been prepared which completely revises the policy. Changes include linking communication activities to the BOT project approval process; the implementation of a monthly meeting for sharing information and receiving comments about projects in planning, design or construction (Construction Junction); adding projects to the construction website at the planning stage; 2. Infrastructure Project Interactive Web Site – A preliminary outline for the site is completed. Work on the beta site has started and is expected to be ready for testing and review by January 2009; 3. Building Contact Protocols – building contact responsibilities have been documented and a Building Contact Orientation program is being recommended; 4. MSU Planning Day Event – guidelines for establishing an annual event focused on the MSU planning process and active infrastructure projects have been written. Such an event could be held in partnership with the City of East Lansing.

### *Research and Graduate Studies*

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**Goal:** Establish the Office of MSU Technologies, a professional business approach to the commercialization of intellectual property.

**Metrics/Targets:** To be established by the new director and CEO of MSU Technologies.

**Progress:** A new executive director of MSU Technologies was named and additional staff was hired. New procedures are in place for evaluating technologies for their market potential. Procedures for handling royalty payments and patents have been reviewed and upgraded. External consultants evaluated the backlog of patents for commercial potential. MSU Technologies is poised for success.

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**Goal:** Expand university-wide efforts to contribute to the revitalization of Michigan's biobased economy.

**Metrics/Targets:** Improved economy for the state of Michigan with new biobased businesses and jobs.

**Progress:** The new DOE grant for the Great Lakes Bio-energy Research Center boosts MSU's contributions to the state's bio-economy dramatically. With the new Holland facility, the Office of Biobased Technologies, the work of Bruce Dale and others, the rededication of MBI as a partner to MSU researchers, this effort is moving forward very well. With these and other mechanisms in place, results should soon become visible.

### *Student Affairs*

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**Goal:** Continue to build a campus-wide network among pre-college programs in order to enhance efficiency and maximize outcomes.

**Metrics/Targets:** Participation rates; Database of all participants; Tracking system to determine yield of participants to college enrollment - MSU and other institutions.

**Progress:** Continued assessment of college going rates is being conducted. A statewide pre-college conference is being planned for fall 2008. At the conference, best practices will be shared and campus and statewide networking will occur.

### *Provost*

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**Goal:** Promote community engagement of faculty and students.

**Metrics/Targets:** Benefits to families and communities for development and jobs from MSU research; Benefits to people, families and communities from outreach engagement.

**Progress:** (selected) College of Engineering faculty and staff were instrumental in launching the Information Technology Empowerment Center (I-Tec), which will convert an abandoned Holmes Street School building into a high tech learning hub for Lansing's school children. The College of Engineering expects over 1,000 Lansing school children annually to receive training through I-Tec; College of Osteopathic Medicine student volunteer and community service activities included fundraising and donations to local, state, and national charities, volunteering in Lansing area clinics for the underserved (Friendship Clinic, Islamic Center, Cristo Rey) and participating in local health fairs; College of Music Community Music School has new leadership and has increased networking in Detroit and Lansing communities; RCAH participated in the Refugee Elders and Building Stories projects; planning for 21st Century MLK Chautauqua on Equality and Justice.

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**Goal:** Extend support for engaged research.

**Metrics/Targets:** Benefits to families and communities for development and jobs from MSU research; Benefits to people, families and communities from outreach engagement.

**Progress:** Together with five MSU disciplinary units and private community partners, created the Information Technology Empowerment Center (iTEC) Lansing—a non-profit tax exempt corporation—to provide STEM related educational, training and information technologies research programs; relocated the Center for Community and Economic Development to Michigan Avenue, re-focused its activities and connections to involve more MSU departments supportive of community economic development; together with the Power of We, developed the Birth to Work Initiative (BtW), a model for Mid-Michigan development of community health and well-being, assessed by 29 indicators across six categories. Linking BtW concept to entrepreneurial and economic program initiative through Prima Civitas, Lansing Educational Achievement Program (LEAP), and

Lansing Public Schools; Wharton Center established the Institute for Art and Culture and created new linkages to state, national and international partners, received administrative and Board of Trustee approval for renovation of its performing and educational spaces, in partnership with the MSU Press, established the *Transformations in Higher Education: Engaged Scholarship* books series and contracted for the first three volumes in the series.

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**Goal:** Create and test new bio-based products.

**Metrics/Targets:** Benefits to families and communities for development and jobs from MSU research; Benefits to people, families and communities from outreach engagement.

**Progress:** Social Science launched the Social Behavioral and Economic Sciences dimension of the Bio-Economy program by assembling a core suite of new faculty hires, including a senior faculty leader for the cluster. The group's expertise ranges from the analysis of energy markets, to the effects of global climate change on bio-based crop production, to the analysis of climate and its impact on water supplies that also will influence the bio-economy.

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**Goal:** Expand targeted research areas which support economic development.

**Metrics/Targets:** Benefits to families and communities for development and jobs from MSU research; Benefits to people, families and communities from outreach engagement.

**Progress:** Michigan Agricultural Experiment Station, Office of Biobased Technologies, and MSU Extension positively impact the economy and quality of life across the state and beyond; the Land Policy Institute continues to flourish in its impact in MI communities; Citizen Planner and the Planning and Zoning Center are generating revenue (e.g. funding 5 Extension educators); PAL has resulted in enhanced economic development (grants to communities); Sustainability and Food Programs – WK Kellogg Foundation (WKKF) gift (\$3.5 m) for Kellogg Biological Station dairy project was approved; the first class of the Great Lakes Leadership Academy is poised to graduate in September; over 1.5m received from Kettering and WKKF for the project on contentious issues – major engagement is occurring in several Michigan communities.

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**Goal:** Expand family-related research and outreach.

**Metrics/Targets:** Benefits to families and communities for development and jobs from MSU research; Benefits to people, families and communities from outreach engagement.

**Progress:** Social Science advanced the College's (science, technology, engineering, mathematics, and medicine) STEMM initiative by submitting a proposal for an National Institute for Mental Health (NIHM) Center grant for \$5 million over 5 years, the multidisciplinary, cross-college Violence Against Women research and outreach initiative, the project has been supported by an MSU Health and Biomedical Research Initiative grant; Social Science led the Michigan Twins Project (MTP), a participant bank to enroll all 3- to 25-year-old twins in lower Michigan (N ~ 40,000), partnering with the Michigan Department of Community Health; a team of Communication Arts and Sciences researchers transformed a project currently funded by Kellogg Foundation to enhance community connectedness via communication technology into a new grant from USDA to demonstrate that communication technologies are central to economic success in rural areas; another groundbreaking study has a faculty team using communication theory to improve hygienic food preparation practices in day care centers; a faculty member in Comm. Arts and Sciences was honored with this year's MSU Outreach Scholarship Award for her partnership in health technology with Michigan's Upper Peninsula.

## EXPAND INTERNATIONAL REACH

*MSU is recognized internationally for significant activity in selected areas of the world where we are known for our comprehensive engagement in research, teaching and outreach. MSU students, faculty and staff demonstrate intercultural competence. Our students are prepared for international leadership and participation. Faculty, students, staff and community enjoy a cosmopolitan East Lansing campus.*

### *Research and Graduate Studies*

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**Goal:** Develop or participate in training for international graduate students on topics of research ethics.

**Metrics/Targets:** All international students understand expectations for conducting research ethically.

**Progress:** Mentoring guidelines for faculty guiding graduate students are in place; a workshop series on responsible conduct of research (RCR) is offered each year. The OVPRGS will offer RCR programs at orientation sessions for international students as requested. The creation of the Research Integrity Council, which is designed to bring a university-wide focus to research integrity, has sponsored a seminar series with key outside speakers.

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**Goal:** Increase opportunities for faculty and student engagement in international.

**Metrics/Targets:** Higher visibility for international research partnerships; All international projects reviewed in new IIRB providing timely, in-depth reviews with greater cultural competency.

**Progress:** OVPRGS is working with ISP to identify and increase international research collaborations and consider implications of human subject research conducted outside the U.S.

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### *Alumni Association*

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**Goal:** Increase MSU's international reach by developing a cohesive, active, well-supported international alumni base

**Metrics/Targets:** Successful engagement of our international alumni could be measured by increasing our membership from 7% to 15% and eventually to 20%, which would be competitive with the best alumni associations nationally. Additionally we need to discover or create benchmarks measuring interaction and the quality of that interaction. To our knowledge these benchmarks do not currently exist.

**Progress:** Pending approval of request for operational funds for the position. The proposal has been submitted jointly to the Provost by the International Studies and Programs office and the MSU Alumni Association.

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**Goal:** Enhance recruitment and retention of international faculty and students.

**Metrics/Targets:** Number and diversity of students in learning activities abroad; Range, availability and enrollments in courses and curricula with international/global content.

**Progress:** Office of Admissions recruited over 18% of incoming freshman class from out-of-state and international areas; for the second consecutive year, MSU boasts the highest international enrollment in the university's history; MSU experienced a 45% increase in international freshman enrollment in fall 2007 over 2006. We expect a similar increase in fall 2008.

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**Goal:** Prepare graduate and undergraduate students for international participation.

**Metrics/Targets:** Number and diversity of students in learning activities abroad; Range, availability and enrollments in courses and curricula with international/global content.

**Progress:** (selected) ISP area studies and international thematic centers collaborated with the College of Social Science to recruit students to the new world region- and thematic- Global and Area Studies majors; ISP expanded MSU student participation (total enrollments up from 2,975 in 2006/07 to more than 3,140 in 2007/08) in high-quality, affordable, and safe study abroad programs.

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**Goal:** Focus international research, outreach and teaching in target areas for impact.

**Metrics/Targets:** Number and diversity of students in learning activities abroad; Range, availability and enrollments in courses and curricula with international/global content.

**Progress:** (selected) With Quality Funds and support from ANR, AL, Education, and SS, ISP awarded pre-dissertation international travel funding to 17 MSU graduate students; to promote multi-disciplinary international research, ISP and its units provide matching seed funds for faculty; ISP is investing in grant writing and budget development staff so its area studies and international thematic centers may better assist multi-disciplinary groups of faculty with pre- and post-award support for external research funding; to develop and sustain strategic partnerships, ISP provided grants to its area studies and thematic centers for key faculty to travel to or host faculty from strategic partner institutions; ISP similarly supported some academic deans in their strategic international travel; multiple colleges and units devoted time and resources to MSU in Dubai; the MSU Office of China Programs in Beijing serves as a gateway for our expanding programming, assisting faculty and academic units in student recruiting, study abroad program development, international conference planning, and expanding strategic curricular, research and project collaborations.

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**Goal:** Increase access to various models of language instruction.

**Metrics/Targets:** Number and diversity of students in learning activities abroad; Range, availability and enrollments in courses and curricula with international/global content.

**Progress:** ISP supported Arts and Letters in its National Arabic Flagship Language Program and the College of Education in its Confucius Institute and attendant instructional programming in Chinese language and culture; ISP supported efforts to build capacity in more commonly taught languages (e.g. German, Portuguese, Spanish); ISP continued to invest in a coordinator and tutors for less commonly taught languages such as Chewa, Hindi, Swahili, and Turkish; with the Center for Language Education and Research (CLEAR) and RCAH, ISP is supporting new efforts to develop proficiency assessments; Arts and Letters created the implementation plan for a Language Support Center. The mission of the Center for the Support of Language Teaching is to coordinate and assist with the implementation of language-related activities in the College of Arts and Letters and move Second Language research into classroom practice, and to promote global awareness amongst language students at MSU.

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## INCREASE RESEARCH OPPORTUNITIES

*MSU is a vibrant research environment as a result of expanded support for faculty researchers, policies and practices which support the research enterprise, targeting of some of our research efforts, branding those areas in which we already excel, applying research to campus life and operations, and increasing opportunities for undergraduate students.*

### *Research and Graduate Studies*

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**Goal:** Support the development of the Kualu Research Administration (KRA) system.

**Metrics/Targets:** Fully functional and coordinated research-related data systems capable of expansion.

**Progress:** A team is in place to determine MSU's functional requirements for the Kualu Research Administration system and represent those requirements to the university consortium developing the system. Testing of some components is under way, particularly those relating to compliance.

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**Goal:** Establish high quality administrative policies and procedures that facilitate without impeding research.

**Metrics/Targets:** Consistent policies and procedures that support researchers and create a low administrative burden for them.

**Progress:** Policies and procedures for conducting research are routinely reviewed for consistency. Efforts to reduce administrative burdens are ongoing. MSU has been invited to join the Federal Demonstration Project where discussions about policies relating to research occur with representatives of federal funding agencies. Administration of Institutional Review Board (IRB) operations has been reorganized to improve efficiency.

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**Goal:** In collaboration with the colleges, establish benchmarks for increasing research and scholarship expectations.

**Metrics/Targets:** Increase indirect cost return by at least 10% annually in most colleges; Increase research funding in colleges for which external funding has not been part of their research/scholarship culture.

**Progress:** Four task forces are in place to evaluate strategic research investments, a vision for research and creative activities in the arts and humanities, research statistical support, and indirect cost credit. An outside consultant was hired to develop benchmarks with peer universities. Reports have been submitted and implementation is in progress.

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**Goal:** Develop recommendations for the optimal investment of internal MSU resources in support of research.

**Metrics/Targets:** Determine what additional infrastructure is needed; determine what research support funding mechanisms are appropriate in order to enhance faculty competitiveness for external funding.

**Progress:** The Task Force on Strategic Research Investments is meeting to develop these recommendations; implementation is in progress. A comprehensive evaluation of the MSU Foundation grant programs has taken place, the outcomes of which are consistent with what we want to achieve with our internal funds.

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**Goal:** Strategically support the development of research initiatives.

**Metrics/Targets:** Eliminate remaining barriers to interdisciplinary research; Be prepared to respond quickly and effectively to funding opportunities.

**Progress:** Several research initiatives are identified and being supported through OVPRGS. These include biobased technologies, environment, nanotechnology, and family. The OVPRGS is working to increase faculty competitiveness for NIH funding through the Health and Biomedical Research Initiative.

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**Goal:** Develop and implement the research vision for CHM in Grand Rapids in cooperation with the Dean of CHM.

**Metrics/Targets:** Smooth operation of research activities between East Lansing and Grand Rapids campuses and on each one; Breakthrough discoveries in biomedical and clinical areas.

**Progress:** The role of the OVPRGS in the CHM expansion to Grand Rapids has not yet been clearly determined with respect to the research vision there.

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**Goal:** Have all faculty, staff and students knowledgeable about professional ethics, research integrity and regulatory issues.

**Metrics/Targets:** More undergrads and all faculty, grad students, and postdocs complete training and demonstrate knowledge of regulatory and ethical issues; eventually, all undergrads should complete some training so that MSU graduates are known for their integrity.

**Progress:** Progress includes the recently established Genetics Sciences Ethics Advisory Council and the Research Integrity Council, a new conflict of interest handbook now being reviewed, and the second year of a lecture series with key outside speakers this fall. The creation of the Research Integrity Council is designed to bring a university-wide focus to research integrity.

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**Goal:** Establish a University Research Organization (URO) as a means to facilitate research.

**Metrics/Targets:** Increase the amount of defense-related basic research conducted at MSU. Determine the most appropriate way to establish an off-campus site to conduct defense-related applied research.

**Progress:** Planning is under way for a University Research Organization (URO) to accommodate research that needs to be conducted in secure space. Planning is under way for efforts to increase research supported by the Department of Defense.

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**Goal:** Project a vibrant and purposeful image of research/scholarship and the university.

**Metrics/Targets:** A "user-friendly" interface that allows audiences to locate information easily; evidence that alumni and other constituent groups recognize the breadth, depth, and quality of MSU research.

**Progress:** Periodicals from the OVPRGS send information about MSU research to more than 860,000 individuals on and off campus each year.

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**Goal:** Promote targeted research areas for impact.

**Metrics/Targets:** Dollar value of contracts and grants per faculty FTE and indirect cost recovery per faculty FTE; Research expenditures per faculty FTE; Research productivity rankings; Revenue from licensing patents; National academy memberships and other national/international faculty awards/recognition.

**Progress:** (selected) At \$29.5M College of Engineering external research expenditures reached an all-time high, up from \$24.2M in 2004-05; MAES and OBT took the lead in securing the \$56M DOE grant for the Great Lakes Bioenergy Research Center; Communication Arts and Sciences enjoyed continuing success in securing federal grants, often involving interdisciplinary partnerships, with a 38% (weighted) increase in indirect costs returned to the College in the past twelve months.

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**Goal:** Expand opportunities for undergraduate students.

**Metrics/Targets:** Proportions of faculty engaged in undergraduate and graduate education, Student participation in active learning opportunities.

**Progress:** The number of students in the undergraduate research forum has doubled; the Honors College provides an experience for first-year students to work with faculty on research projects (for academic credit); every college with undergraduate students is making use of the Quality Fund dollars to support some undergraduate research in their colleges.

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**Goal:** Enhance research information systems.

**Metrics/Targets:** Research productivity rankings.

**Progress:** (Selected) In 2008, MSU College of Veterinary Medicine was ranked as the number 2 veterinary college in citations by Sciencwatch.com from 2002 to 2006; MSU College of Osteopathic Medicine ranked #1 osteopathic college and #7 among all medical schools for primary care by *US News & World Report*; MSU-College of Nursing maintained NIH ranking #23 of 102 nursing schools receiving NIH.

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**Goal:** Focus pre-award research support.

**Metrics/Targets:** Research expenditures per faculty FTE.

**Progress:** The College of Engineering is focused on large grant facilitation; realignment of ISP resources to support international research initiatives; the College of Nursing has developed a strong system of pre-award support; MAES established a pre-awards office through an increase in indirect costs.

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## STRENGTHEN STEWARDSHIP

*MSU is a leader in areas of stewardship, evidenced by a positive, safe work environment and campus climate which promotes respect and continuous learning, the development capacities of students, faculty, and staff, encourages the practice of stewardship behaviors and the care and sustaining our natural, built and financial environments.*

### *Development*

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**Goal:** Challenge the common assumption of a post-campaign lull. First, consolidate the growth in donors and dollars resulting from the current Campaign and continue growing.

**Metrics/Targets:** Baseline year-end fundraising statistics available 8/07 and 8/08, when multiplied by the annual percentage rate of growth established by the Council for Financial Aid for Education, measure that growth has been consolidated and indeed continued when met in FY 07-08 and FY 08-09.

**Progress:** We have been building the post-campaign donor base. Most significantly, new research completed during the FY is providing many new leads. We also are returning to those who were not ready to give before, those unaffected by the Campaign, those who pledged early in the Campaign and are ready for new solicitations. We are intensely soliciting for initiatives extending beyond Campaign close – i.e. Secchia Center, Broad Art Museum, Wharton Center, Life Sciences Building Addition (College of Nursing). While FY 2007-2008 is not yet closed, every indication is that we will meet our metric, the annual percentage rate of growth established by the Council for Financial Aid for Education.

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**Goal:** Use the next 24 months to research the next generation of donors and nurture fresh leadership of wealth.

**Metrics/Targets:** Completed Campaign donor surveys; new major prospect research; a rate of major donor contact by the President and MSU leadership equal to that at the height of the Campaign; an inclusive donor base reflected in UD publications, staffing, etc.; focus on the intense cultivation of new prospects as well as known donors; recruitment of campaign leadership.

**Progress:** This remains an average score comprising the following. Full Implementation: New major donor research; new FY's plans for Presidential/leadership major donor contact. Substantial Progress: Rate of major donor contact by President/leadership equal to that at Campaign's height; focus on intense cultivation.

Progress: Recruitment of campaign leadership; inclusive donor base reflected in UD publications, leadership groups, etc. Delayed, perhaps eliminated: completion of Campaign donor surveys.

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**Goal:** Use the next 24 months to ready University Development for the first major campaign of the 21st century by securing adequate fundraising talent, financing for the effort, campaign counsel, and systems support.

**Metrics/Targets:** A compelling case for increased fundraising capacity; performance-based work with deans/directors and their directors of development based on measurable Operating Plans; metrics for the next campaign; development initiatives reflecting MSU priorities; collaboration with external relations units; audits with no findings, or findings effectively addressed; maintenance of high ethical and performance standards set through Operating Plans and Core Competencies; secure systems; healthy management of budget reductions.

**Progress:** This is best shown as an average score comprising the following: Full Implementation: Performance-based work with deans/directors and their directors of development based on metric-rich Operating Plans; maintenance of high ethical and performance standards set through Operating Plans and Core Competencies. Substantial Progress: Presentation of the case to MSU leadership for increased fundraising capacity; collaboration with other units, especially MSUAA in new Advancement Model; audits with no findings, or findings effectively addressed; secure systems; healthy management of budget reductions. Progress: Metrics for the next Campaign. Planning: Campaign initiatives reflecting MSU priorities.

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### *Finance and Operations*

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**Goal:** Improve the sustainability of the Michigan State University campus by reducing inputs, improving the efficiency of process, and optimizing outputs.

**Metrics/Targets:** Decrease greenhouse gas emissions by 6% by 2010; Increase recycling by 20% by 2012; Decrease waste (and cost) to landfill.

**Progress:** A systems team with faculty, staff and students was formed to begin to understand the campus infrastructure and behaviors as they related to energy conservation and material waste. In January 2008, 26 recommendations in the areas of systems management, energy, materials, procurement, behavior change and communication were shared with the MSU community based on the results of 2007 pilot studies. Operational changes are being implemented campus-wide for recycling and energy management. Energy management strategies should net a 17% energy savings over time. Recycling rates should double by 2009. More pilot studies are underway and the next group of recommendations will be available in January 2009.

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**Goal:** Enhance employee investment options.

**Metrics/Targets:** Track customer service, utilization of investment and advisory services.

**Progress:** The implementation and availability of an independent financial advisory service for faculty, staff and retirees will be available July 1, 2008. The advisory option will include the three MSU plans available to employees – 403(b) Base Retirement Plan, the 403(b) Supplemental Retirement Plan, and the 457(b) Deferred Compensation Plan. Communications and information will begin in June to all employees and retirees regarding availability of this service July 1, 2008.

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**Goal:** Enhance computer access and training for labor employees; identify MSU workforce skill and knowledge development opportunities; and work collaboratively to design initiatives and programs.

**Metrics/Targets:** Compare pre- and post-implementation number of labor employees who possess basic computer skills. To be assessed initially using subjective (self report) and objective (skill demonstration) and at the completion of training; Compare pre and post implementation of labor employees who have reasonable access (as defined by the task force) to computers during their workday; Compare, anecdotally, pre and post implementation issues of difficulty communicating with labor employees due to lack of computer access and basic computer skills.

**Progress:** The Computer Access and Training (CAT) initiative will reach approximately 1,500 regular and temporary labor employees. All aspects of the CAT initiative are being implemented over the next 3 years, with completion scheduled for January 2011. Training began in spring 2008 on a unit by unit basis. As expected this training is surfacing some literacy and ESL issues that are hindering the participant's ability to learn the material. These individuals will likely be coached individually within the unit. It is estimated that 224 computers will be added and 164 printers to identified accessible locations. The majority of employees impacted are in Physical Plant & Housing and Food Services. However, the initiative is comprehensive in approach and includes academic areas and south campus farms.

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**Goal:** Transition to a more inclusive work environment for staff employees.

**Metrics/Targets:** Improvements in workplace climate and support for diversity and inclusion will be measured through subsequent focus group feedback sessions, monitoring of grievance activity, staff turnover, support staff participation in departmental meetings, advisory groups, interview teams and the like, etc. Hiring criteria and subsequent performance evaluations for supervisors and managers should contain an expectation of sustained positive workplace climate where diversity and inclusion are embraced.

**Progress:** The term, "Participatory Management" has been used to describe the style that is needed to transition into a more inclusive work environment. The three pilot units (Physical Plant, Housing and Food Services and Department of Police and Public Safety) for this initiative have implemented unit teams to begin to identify processes and training for change and expected outcomes through performance evaluations. The attributes of a participatory manager have been identified and focus groups and surveys to employees are underway to understand the needs in each respective unit. The ultimate goal is to cultivate a participatory management style among units so that all employees contribute to creating solutions for the university.

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**Goal:** Develop progressive emergency planning, management and communications for the campus.

**Metrics/Targets:** Create evaluation processes through teams; create comprehensive planning documents; Measure number of times Research Emergency Defense (RED) system information was accessed.

**Progress:** The Steering Committee has met and established subcommittees, developed template design for Phase I--Emergency Action Guidelines that are strategically based, discussed Phase II--Hazard Specific Appendices to Emergency Operations Plan. RED teams are being created and progress is reviewed with all first responder groups trained within the university. Those first responders outside the university have been provided access to training and the database.

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## *Inclusion and Intercultural Initiatives*

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**Goal:** Promote continuous learning in partnership with offices to reach diverse populations.

**Metrics/Targets:** Increased coordination and connectivity of inclusion-related education and professional development opportunities conducted by campus units; Increased accessible and culturally relevant marketing of MSU learning opportunities concerning inclusion and diversity; MSU community members will develop solutions to difficult experiences within higher education environments through inclusive learning in- and outside of the classroom; Increase the use of inclusive content in the academic and social dimensions of the campus environment, and in the formal and informal curriculum.

**Progress:** During 2007-08, I3 continued increased collaborations with key units (F&OD, HR Development, Academic Human Resources, Women's Resource Center, College of Agriculture and Natural Resources/MSUE, Undergraduate Academic Affairs/Internationalizing Student Experiences, Student Affairs and Services) to provide inclusion related education and development for faculty, staff and students. Enhanced coordination will occur during 2008-09 with the establishment of an Intercultural Education and Development Network (IEDN). The IEDN will be comprised of representatives of the various campus offices with responsibility for education and development with a special emphasis on ways to enhance intercultural/cross-cultural learning for faculty, staff, and students, consider efficiencies in service delivery, and improved

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**Goal:** Develop vision and framework for furthering inclusiveness at MSU.

**Metrics/Targets:** Given MSU's decentralized structure, each college and unit has responsibility for addressing the five focus areas (Leadership, Access & Retention, Inclusive Content in the formal and informal curriculum, Campus Climate, External Engagement) and the development of appropriate measures.

**Progress:** Diversity and inclusion efforts at MSU have transitioned in response to not only the changing legal landscape, but also in response to the changing needs of faculty, staff, and students as they are assessed. A framework for furthering inclusiveness at MSU has been drafted and discussed with senior administrative leaders. The comprehensive framework consists of five institutional focus areas that will facilitate MSU anticipating and addressing the challenges of inclusiveness in the 21<sup>st</sup> century. The framework will allow campus units to establish inclusion goals, and establish inclusion outcome assessment. It is intended to represent a useful guide for institution-wide inclusion efforts, as well as well college-level, department-level or small unit-level inclusion initiatives. During 2008-09, I3 will continue dialogues with key leadership to discuss the feasibility of advancing the framework more broadly.

## *Research and Graduate Studies*

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**Goal:** Promote stewardship and compliance with environmental health regulations across campus activities through the support of the Office of Environmental Health & Safety.

**Metrics/Targets:** Consistent and comprehensive compliance across the university.

**Progress:** The NSCL achieved ISO 14000 and Clean Corporate Citizen certifications. Other units are pursuing similar certifications.

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**Goal:** Maintain MSU compliance with national and international standards, seeking accreditation wherever feasible.

**Metrics/Targets:** Continuous compliance with federal, state and local environmental health and safety laws and regulations, as demonstrated by avoidance of enforcement actions, fines and penalties.

**Progress:** The Association for Assessment and Accreditation of Laboratory Animal Care (AAALAC) fully accredited animal care programs campus-wide in June 2007; the Association for the Accreditation of Human Research Protection Programs (AAHRPP) fully accredited human research protection programs in 2005. Application for AAHRPP reaccreditation is under way. MSU has been selected to participate in the Federal Demonstration Partnership, a group of federal agency representatives that meets regularly with university members and other grant recipients to discuss and relieve administrative burdens associated with conducting research.

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**Goal:** Promote training and development of regulatory committee staff and members of the university community.

**Metrics/Targets:** Broader and more frequent regulatory-related training for the university community.

**Progress:** Training programs for staff, IRB members, and researchers are organized and offered frequently.

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**Goal:** Recruit membership on MSU regulatory committees to include the broadest representative membership possible.

**Metrics/Targets:** Enhanced representation and performance.

**Progress:** Membership of regulatory committees has been broadened to make them as representative as possible of the MSU community. Administration of the regulatory committees has been reorganized to improve efficiency of operation.

## *Student Affairs*

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**Goal:** Ongoing review of safety issues in the Residence Halls.

**Metrics/Targets:** Increased levels of responsibility for personal safety among residents; Decreased incidents associated with the Night Receptionist Program; Decrease in door-propping behavior.

**Progress:** The full-time Night Receptionist Program Coordinator has been hired and will assume the position in mid-July. The fall 2007 training for Night Receptionists and Night Receptionist Coordinators was updated and revised. As a result, the number of issues associated with the NR program declined dramatically during the 2007 – 2008 academic year. Guest Policy Violations documented in Residence Life incident reports declined from 48 violations in the 2006 – 07 academic year to 35 violations for the 2007 – 2008 academic year.

The Departments of Residence Life and University Housing created a Safety and Security Committee that completed its work during the spring semester. The committee report includes a list of recommendations intended to improve safety in the residence halls. A permanent committee will be created this summer to implement the recommendations.

Residence Life staff members in the residence halls continue to plan and implement programs designed to increase safety awareness. These efforts resulted in residents feeling quite safe in their halls. For example, in the Residence Life Floor Community Survey conducted during the fall semester, 93% of residents indicated that they felt physically safe (all or most of the time) in their residence hall. Less than 1% indicated they rarely or never felt safe.

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**Goal:** Continue to review the adequacy of recreational facilities on campus with a goal of phased improvements where necessary.

**Metrics/Targets:** Participation rates; Student satisfaction surveys.

**Progress:** Phase 2 of renovation to the intramural fields on east campus has begun. Plans are the same as 2007. Completion of work to slated for fall semester 2008. Improvements are expected in the quality and quantity of available fitness, court space, gymnasium, multi-purpose gymnasium, and group exercise area at the IM Sports East. These improvements will further develop and stimulate a healthy environment for social, intramural and fitness activities, following the success of the IM Sports West fitness center that opened in 2005.

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**Goal:** Implementation of the Activity Planning Form (APF) through the Form Tracking Utility (FTU) system.

**Metrics/Targets:** Increase efficiency in the APF process, Decrease wait-time for approvals and confusion in the flow of approvals; Improve service to students through on-line access to monitor approvals.

**Progress:** Implementation of the on-line Activity Planning Form (APF) has been suspended to align with a university-wide effort being lead by the President's Office. Efforts are being focused on the creation of web-based utility for all university activity planning and approval; this website will be used to direct faculty, staff, students and the general public to the appropriate units for approvals. The APF process for student organization events will become one portal through this website. The reduction in programming staff in AIS has resulted in a need to identify resources outside of the university to write the necessary program to complete the application; this will be coordinated with the larger project for efficiency.

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**Goal:** Enhance technology capability and support across all units.

**Metrics/Targets:** Technology user skill assessment, appropriate referral, and other change measure; Improved technology support effectiveness and efficiency; Enhanced security and compliance of technology issues.

**Progress:** Excellent progress has been made toward the development of this comprehensive system which is called the VPSLAN Information System. The equipment database is nearing completion and this web based system was used this year to provide information to units about the status of their equipment. The user portion of this database is in progress. It is meant to match user with equipment for better tracking and to determine if the equipment matches job function. The Server Space Utilization provides timely information about the amount of disk space that a user has available so units can use disk space more efficiently.

Assessment of departmental needs and skills has revealed the need for better folder organization, better safeguard for sensitive and the initiation of scholarships for PC skills training.

Our long-term goal is to further centralize technology support by incorporating additional units reporting thru Student Affairs/Academic Student Services within the VPSLAN server structure. Upward Bound will join this summer, OSS may join within a year, and preliminary conversation with Pre-College Programs is underway.

Last June a temporary AP staff person was hired to help support the MAU's systems; this move has been critical because it has allowed other members of the team to focus on the processes described above. In December this position was converted to permanent, thereby solidifying our staffing and enabling us to begin laying the foundation of our virtual environment.

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**Goal:** Provide business procedures training for student organizations and groups.

**Metrics/Targets:** Ninety-five percent of participation of student organizations in the certification process; Completion of all four components by 90% of those participating; Registered Student Organization (RSO) leaders and advisors indicating benefits of and satisfaction with the process.

**Progress:** The certification program modules were piloted with small groups of students during the spring semester. Revisions have been made and associated information has been incorporated into the updated Student Organization Handbook. In fall 2008, any organization choosing to have the benefits of being a Registered Student Organization will be required to participate in the training sessions and will be issued two copies of the revised handbook, which will also be available on line.

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**Goal:** In consultation with major student groups, review of student group status for proper alignment with the University.

**Metrics/Targets:** Clarification and documentation of roles and responsibilities of all-university student governing groups; Reduction in concerns expressed about alignment and role of these groups within the university structure; Establishment of clear expectations for appropriate business practices for these groups.

**Progress:** A draft document detailing accountability measures has been prepared through the collaborative effort of Student Affairs, General Counsel and the Controller. Consultation with all university and major governing groups that collect student fees is occurring. Over the next year, after proper consultation, the new accountability measures will be adopted.

### *Alumni Association*

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**Goal:** Develop an alumni leadership tool box that facilitate the work of our volunteer leaders and make their initiatives as easy as possible to achieve.

**Metrics/Targets:** Our goal is to create a site that is updated and improved on a monthly basis. Information will be categorized in easy to understand groups for ease of location and use. Information will be accurate and timeline. We will add no less than five documents or "tools", each month.

**Progress:** Under the direction of the Leadership Committee of the MSU Alumni Association National Board and the MSU Alumni Association staff, the leadership toolbox has been developed and was launched in January 2008. It is fully operational and will continuously be revised to reflect leadership requests and needs.

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**Goal:** Promote and enhance an inclusive environment.

**Metrics/Targets:** Inclusiveness of MSU student body, faculty and staff.

**Progress:** (selected) Student Services conducted a campus-wide survey of problems experienced by students, their use and evaluation of services, and perceptions of elements of the campus environment; as a part of the MSU commitment to providing a work environment that supports employees work and personal life, the MSU WorkLife website was launched to pull together access to the many resources that MSU provides; the College of Engineering's Diversity Program Office's Guided Learning Center serves as the College's epicenter for providing academic assistance to all students in a supportive environment across multiple STEM subject areas; Social Science established a new Office for Equity, Diversity, and Inclusive Affairs to serve as a hub where faculty, staff, and students can go for information, consultation, support, and resources relating to our equity and diversity efforts; Social Science enrolled the initial cohort of students in the first doctoral program in Chicano/Latino Studies in the Midwest – and only the second in the nation; ANR is now well-positioned to push ahead with diversity and climate goals with the recruitment of a new Associate Dean and Director of Diversity and Pluralism.

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**Goal:** Improve the sustainability of campus.

**Metrics/Targets:** Inclusiveness of MSU student body, faculty and staff.

**Progress:** Reviewing various processes (classroom scheduling, academic calendar, etc.) with an eye toward energy savings.

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**Goal:** Adopt technology and procedures which demonstrate stewardship in business procedures.

**Metrics/Targets:** Student and alumni ratings of the quality of their education experience at MSU.

**Progress:** Continued work in the Enterprise Business Systems Projects (new finance, HR and research administration systems, new infrastructure services); implementing technology and technology-based services for MSU in Dubai; updating the MSU Acceptable Use (of computing resources) Policy and creating additional data security policies and practices, and implementing them across the University federated IT structure; implementing new vision and plans for high-performance computing and support of cyber-enabled discovery; implementing the new web accessibility policy and guidelines.

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**Goal:** Enhance opportunities on campus which develop our Human Capital.

**Metrics/Targets:** Inclusiveness of MSU student body, faculty and staff.

**Progress:** New College of Law Dean; restructuring of Deans' offices in Natural Science, Social Science, Nursing, Arts and Letters, and Engineering; hiring of a new Admissions Director; Learning Alliance Round Table follow-up; realignment of admissions process to maximize diversity of applicant pool; submission of ADVANCE grant (notice expected this month); the Graduate School is P.I. for the NSF-funded Alliance for Graduate Education and the Professoriate (AGEP) grant aimed at increasing the diversity of students in STEM and Social, Behavioral and Economic Sciences (SBE); the Graduate School is the contact for a partnership with the U of WI Center for the Integration of Research, Teaching, and Learning (NSF-funded) with the goal of better preparing STEM doctoral students for successful careers as faculty.

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**Goal:** Increase University Endowment.

**Metrics/Targets:** Amount of annual giving and overall size of endowment; Total endowment dollars raised for scholarships, fellowships, and named chairs; Level of student indebtedness upon graduation.

**Progress:** Inter-campaign planning; creation of Advancement Council in support of University-wide scholarship and fellowship support; realignment of advancement activities in Natural Science, Engineering, and Veterinary Medicine.

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# CROSS CUTTING ALL BOLDNESS BY DESIGN INITIATIVES

## University Relations

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**Goal:** Lead brand refinement and advancement activities.

**Metrics/Targets:** 1) manage comprehensive quantitative image and brand study with qualitative follow up; 2) lead consultant-assisted brand refinement process yielding a tightly crafted brand platform statement to serve as internal beacon for external communications; and 3) conduct RFP and establish agency relationship for selected university-level marketing projects. Last year goal set to accomplish this by June 2008; target is now June 2009.

**Progress:** Assistant VP led a formal RFP selection process to engage a marketing research and brand strategy firm to conduct MSU's first comprehensive image and brand study. Funding for this research has committed. Progress on this goal has been steady yet slower than projected due to competing priorities and underestimates of time to move through university processes and to involve a variety of stakeholders. This is UR's top priority and will be completed this year.

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**Goal:** Increase earned media placement of stories that support MSU core messages and brand positioning (international reach, economic development contributions in MI, research that makes a difference, academic excellence/prestige, outreach improving quality of life).

**Metrics/Targets:** Establish overall proactive placement rate as well as selected category placement rates; new director to set stretch goals; work with university leadership team to define target areas for assessment of share of voice against benchmark institutions, selecting appropriate comparison and use MSU's performance in comparison to these universities for ongoing and future target setting.

**Progress:** UR is in the final stages of working through Purchasing to secure a high-level media analysis service. Comparison institutions have been established in consultation with leadership, and essential step forward. In the next two months, UR work with university leadership to select strategic topical target areas. UR will set targets based on six-month benchmark analysis, which is the first deliverable from the media analysis service. These targets will be based on share of voice and impact of placements vs. number.

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**Goal:** Establish defined set of measurable objectives for marketing and creative services and media communications units of UR and ensure acquisition or creation of tools, processes, or procedures needed to track and assess results.

**Metrics/Targets:** By October 2007, 1) purchase integrated clipping and metrics package for media monitoring; 2) develop internal system for categorizing fee-for-service jobs within Marketing and Creative Services based on level of strategic impact for the university; 3) and remove barriers to accountability and accounting for achievement.

**Progress:**

- 1) After extensive research, UR opted to separate the clipping service from the media metrics/analysis. The clipping service has been purchased, and, as noted above, UR is in the final selection stage, with Purchasing, of securing the media metrics/analysis service.
- 2) UR has established a system for tracking engagement in strategic jobs. Since establishing the coding system, we completed 19 strategic jobs (53 percent no charge) in the final quarter of FY 2007-08. After another quarter of data collection, UR will establish growth targets for strategic jobs.
- 3) Securing appropriate tools has been the key progress in this area, as well as some organizational realignment to reduce the number of direct reports to UR directors.

Planning

Some Progress

Substantial Progress

Full implementation

Delayed/Removed

**UNIVERSITY MEASURES AND INDICATORS  
JULY 2008**

INDICATOR: Quality of entering undergraduates

SOURCE: Common Data Set, Fall 2007

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3.59 average HS GPA; 24.9 average ACT

INDICATOR: Inclusiveness

SOURCE: Common Data Set, Fall 2007 and Planning Profile Summary, Fall 2007

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Entering class enrollment mix was 55.3% female; 16.3% non-Michigan

Undergraduate enrollment mix was 53.2% female; 11.9% non-Michigan

Graduate enrollment mix was 55.9% female; 50.2% non-Michigan

Michigan Graduate-professional enrollment mix was 60.5% female; 18.1% non-

16.1% of total enrollment was of minority students; 17.6% of domestic students were minority

8.4% of total enrollment was international students

For Fall 2007, 31.3% of tenure system faculty were women; 17.5% were minorities

64.2% of non-academic staff were women; 15.5 % were minorities; less than 1% were international

INDICATOR: Student/Faculty ratio

SOURCE: Common Data Set, Fall 2007

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The ratio is 17 to 1

INDICATOR: Tenure system faculty participating in undergraduate or graduate instruction

SOURCE: Planning Profile Summary

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94% estimate for 2007-08

INDICATOR: Service Learning and Civic Engagement

SOURCE: Center for Service Learning and Civic Engagement, Spring 2008

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There were 14,511 applications/registrations for opportunities between Summer 2007 and Spring 2008, and 51% were for academic/course-related opportunities.

INDICATOR: Study Abroad

SOURCE: Office of Study Abroad website (<http://studyabroad.msu.edu>)

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In 2006-07, a total of 2,411 MSU undergraduates studied abroad across 200 programs in 60 countries; 174 from other universities went on an MSU program

INDICATOR: Retention

SOURCE: Common Data Set, Fall 2007

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91% of the Fall 2006 first-time full-time cohort returned in Fall 2007

INDICATOR: Undergraduate Graduation Rate

SOURCE: Common Data Set, Fall 2007

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74% was the six-year graduation rate for the 2001 entering cohort

INDICATOR: Time-to-degree

SOURCE: Office of Planning and Budgets, 2007

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Using graduating cohorts, time-to-degree was:

4.4 years for undergraduates

2.2 years for master's

5.6 years for doctoral

INDICATOR: Placement rates

SOURCE: Office of Career Services

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Post-graduation outcomes of May-June 2006 Bachelor's Degree

Recipients:

52% employed

30% continuing education

2% pursuing other commitments

4% unplaced

12% unresolved

INDICATOR: Student indebtedness

SOURCE: Common Data Set, Fall 2007

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Approximately 59% of undergraduates have an average of \$21,175 of debt upon graduation

INDICATOR: Graduate programs ranked by U.S. News & World Report

SOURCE: U.S. News & World Report *Best Graduate Schools*, March 2008

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9 programs ranked in the Top 10 for 2007-08 and 20 ranked in the Top 25

INDICATOR: Top public national institution ranked by U.S. News & World Report

SOURCE: U.S. News & World Report *America's Best Colleges*, August 2007

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MSU's rank was 29 for 2007-08

INDICATOR: Top 500 World Universities

SOURCE: Shanghai Jiao Tong University

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MSU was ranked 80<sup>th</sup> in 2006

INDICATOR: The Center Top American Research Universities Report

SOURCE: The Center 2007 Report

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Ranked 31<sup>st</sup> nationally (17<sup>th</sup> among publics) for the 404 post-doctoral fellows reported for 2005

Ranked 25<sup>th</sup> nationally (16<sup>th</sup> among publics) for the 463 doctoral degrees awarded for 2006

Ranked 64<sup>th</sup> nationally (39<sup>th</sup> among publics) for faculty awards held in 2006

Ranked 75<sup>th</sup> nationally (42<sup>nd</sup> among publics) for National Academy members reported in 2006

INDICATOR: NSF Research Expenditures

SOURCE: National Science Foundation

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\$358,097 (in thousands) for Fiscal Year 2006, which is 41<sup>st</sup> nationally, and 24<sup>th</sup> among publics. The five-year increase in expenditures is 34.7%

INDICATOR: Faculty Research Dollars

SOURCE: CGA Proposal Database – Academic Personnel Records

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\$192,488 per tenure system faculty member for 2006-07

INDICATOR: Tenure System with Proposal Activity

SOURCE: CGA Proposal Database – Academic Personnel Records

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52% had an active grant in 2006-07

53% submitted a grant and 38% of the grants were funded

INDICATOR: Licensing Revenue and Patent Activity

SOURCE: AUTM Survey, 2006-07 year

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Adjusted gross licensing income was \$5,583,655

Number of cumulative active licenses was 364, with 166 yielding income

64 U.S. patent applications were filed, and 35 were issued

INDICATOR: Endowment

SOURCE: IPEDS Finance Survey

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The 2006-07 endowment was \$1,247,236,175

INDICATOR: Fund Raising

SOURCE: U.S. News & World Report America's Best Colleges, August 2007

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15% is the average alumni giving rate

INDICATOR: Benefits to people, families, and communities from outreach engagement

SOURCE: University Outreach and Engagement Office, Spring 2008

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Approximately 1.6 million attendees and participants in outreach activities in 2007.

In 2007, the primary forms of engagement reported by MSU faculty and academic staff were:

Technical or expert assistance 24%

Public events and understanding 14%

Non-credit classes and programs 14%

Credit courses and programs 7%

Experiential/service learning 5%

Clinical service 4%

Outreach research and creative activity 33%