Michigan State University, the nation's pioneer land-grant university, has been advancing the common good with uncommon will for more than 160 years.

In communities from East Lansing to East Africa, MSU pushes the boundaries of discovery and forges enduring partnerships to solve the world's most pressing problems and to make a better, healthier, safer tomorrow.

One of the top research universities in the world and a member of the Association of American Universities, MSU has 25 undergraduate and graduate programs ranked in the top 20 nationally. Graduate programs in the top 10 include elementary and secondary education, higher education administration, nuclear physics, supply chain management, and criminal justice.

The university comprises a diverse community known for strong academic disciplines and professional programs with a commitment to community engagement throughout the state and across the world. Michigan State's cross- and interdisciplinary programs connect the sciences, humanities, and professions in practical and innovative ways.
OUR MISSION

As a public, research-intensive, land-grant university funded in part by the State of Michigan, our mission is to advance knowledge and transform lives by:

• Providing outstanding undergraduate, graduate, and professional education to promising, qualified students in order to prepare them to contribute fully to society as globally engaged citizen leaders

• Conducting research of the highest caliber that seeks to answer questions and create solutions in order to expand human understanding and make a positive difference, both locally and globally

• Advancing outreach, engagement, and economic development activities that are innovative and research-driven and that lead to a better quality of life for individuals and communities, at home and around the world

The MSU Mission Statement was approved by the Board of Trustees on April 18, 2008.
Michigan State is located in **East Lansing**, a globally minded community at the center of the state with a population of nearly 50,000. The city’s business district and residential sections lie north of Grand River Avenue, a commercial thoroughfare which, with Michigan Avenue, forms the northern campus boundary.

The city is well connected with local transportation assets, including Amtrak rail service and intercity bus services, both operating from a depot near the campus’s western side, and community and campus bus service operated by the Capital Area Transit Authority. The Capital Region International Airport (LAN) just north of Lansing offers nonstop flights to Detroit, Chicago, Minneapolis, and Washington, DC.

**Greater Lansing** includes both the state capital and a ring of smaller communities that are home to many university faculty and staff members. The community’s economy is anchored by education, insurance companies, auto manufacturing, and state government. Lansing supports a Class A professional baseball team, a zoo, the arts-oriented Old Town district, and other attractions. The state Capitol building is three miles west of campus on Michigan Avenue.

**The state of Michigan** is surrounded by four of the five Great Lakes, with a population of nearly 10 million residing mostly in the southern part of the Lower Peninsula. Its top industries include automotive, aerospace, medical device, chemical, and other advanced manufacturing; one of the most diverse agricultural sectors in the country; and thanks to its abundance of natural and recreational assets, tourism.

Ninety miles to the east of MSU is Detroit, where Michigan State maintains a longtime service, program, and research presence. Chicago is 220 miles from MSU, and the Mackinac Bridge, connecting the state’s two peninsulas, is 230 miles from campus.
Michigan State is one of the biggest, greenest campuses in the nation, home to a diverse and inclusive academic community.

Total fall 2018 enrollment:
50,351
Undergraduate: 39,423
Graduate: 10,928

2,000 FACULTY
3,600
academic staff
7,100
support staff

563,000
living alumni worldwide, approximately half in Michigan

5,200-ACRE
campus, with 2,100 acres in existing or planned development and 19,600 acres owned throughout Michigan

$2.9 BILLION
endowment

$700 MILLION
annual research spending
**MSU Board of Trustees**
The trustees of Michigan State University are publicly elected by Michigan voters and have general supervision over the university and its funds. The board consists of eight members elected for eight-year terms. Members serve without compensation.

**The President**
Per the Constitution of the State of Michigan and the Board of Trustees’ bylaws, the president is, ex officio, a member of the board without the right to vote and presides at meetings of the board.

The president, as the principal executive officer of the university, is authorized to exercise such powers as are inherent in the position in promoting, supporting, or protecting the interests of the university and in managing and directing all of its affairs. The president may issue directives and executive orders not in contravention of existing board policies; is responsible for all administrative policies, subject to the general policies established by the board; is responsible for the preparation of the annual budget and annual reports to the board; and exercises such other powers, duties, and responsibilities as are delegated or required by the Board of Trustees.

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**Board Members (Effective January 1, 2019)**

Joel I. Ferguson (term ending 1/1/2021)
Dianne Byrum* (term ending 1/1/2025)
Melanie Foster* (term ending 1/1/2023)
Dan Kelly (term ending 1/1/2025)
Brian Mosallam (term ending 1/1/2021)
Nancy M. Schlichting (term ending 1/1/2023)
Brianna Scott (term ending 1/1/2027)
Kelly Tebay (term ending 1/1/2027)

*Presidential Search co chairs*
UNIVERSITY DISTINCTIONS

• Top 70 universities in the world (Times Higher Education World Reputation Rankings 2018)

• No. 83, World University Rankings 2018 (Times Higher Education)a and among the top 100 universities in the world (U.S. News & World Report)

• Top 8 percent of universities in the United States (Wall Street Journal and Times Higher Education, 2018)

• No. 35 among public universities and No. 85 overall (U.S. News & World Report’s America’s Best Colleges 2019)

• Among 53 “international powerhouses”—research-intensive institutions with the best chance of overtaking the world’s best universities (Times Higher Education)

• 25 undergraduate and graduate programs ranked in the top 20 nationally (U.S. News & World Report)

• No. 1 in the Big Ten and No. 22 in the nation for employability of graduates (Times Higher Education’s 2017 Global University Employability)

• No. 41, “Best Colleges for Your Money” (Money Magazine) and No. 40, “Best College Values” (Kiplinger’s ranking of public universities for in-state students)

• Top 50 US universities based on a school’s contribution to the public good in social mobility, research, and service (Washington Monthly, 2018)

• Top 30, America’s best large employers (Forbes, 2018)

• No. 27, “Best Global Universities for Environment/Ecology” (U.S. News & World Report)

• No. 8 in the nation for education abroad participation and No. 18 in the nation for international enrollment (Institute of International Education’s 2018 Open Doors Report)
Average annual funding of $85 MILLION for international work over the past five years

RANKS NO. 8 in the nation for education abroad participation and No. 18 for international student enrollment

Approximately 1,400 FACULTY and staff members engaged in international research and teaching

MORE THAN 325 international institutional partnership agreements in 80 countries

MORE THAN 30 internationally focused centers, institutes, and offices
STATEWIDE IMPACT

• MSU reaches into all 83 counties in Michigan through MSU Extension and AgBioResearch to share resources with individuals, communities, and businesses.

• MSU offers academic and professional degree and certificate programs to off-campus learners, with more than 30,000 enrollments in 136 online, blended, and off-campus programs.

• MSU offers expanding community connections and opportunities for community-based scholarly work in Southeast Michigan through the MSU Detroit Center.

• Music education, music therapy, and performance opportunities are offered to residents of all ages, backgrounds, and abilities in Greater Lansing and Detroit by MSU’s Community Music School.

• The MSU Center for Service-Learning and Civic Engagement is the oldest continuously operating service-learning center in the nation, celebrating its 50th anniversary in 2018–19. The center offers high-quality service-learning and civic engagement opportunities that connect faculty and students with community partners. MSU took the top spot for student engagement among public research universities in the 2016 Wall Street Journal and Times Higher Education college rankings.

LAND-GRANT HERITAGE

The Agricultural College of the State of Michigan was founded in 1855 to bring cutting-edge, practical knowledge to all Michigan residents. A growing and changing society needed institutions such as MSU to help everyday people become more capable and competitive farmers, engineers, educators, and community leaders. President Abraham Lincoln signed the Morrill Act in 1862, providing federal support for the creation of land-grant colleges. MSU was cited by proponents as a model for what such colleges could be and became a pioneer in America’s great land-grant system of public higher education.
To assist students in planning for their academic careers and to provide adequate lead time to implement critical institutional changes, the MSU Board of Trustees last summer adopted its first-ever two-year budget. This budget included a tuition rate freeze for incoming resident freshmen this year and for all resident undergraduates for the 2019–20 academic year. MSU adopted a block-tuition structure for the 2019–20 academic year, which will encourage students to complete their degrees in four years and thereby reduce the cost of securing a college degree.

2018–19 General Fund Budget:
$1.4 BILLION
tuition and fee revenue: $1 billion

2019–20 General Fund Budget:
$1.5 BILLION
tuition and fee revenue: $1.1 billion

Total budget: Approximately
$2.6 BILLION

Endowment:
$2.9 BILLION
Michigan State offers 200 academic programs across 17 degree-granting colleges. It is a leader in international enrollment and in international study opportunities, with 275 programs in more than 60 countries.

With a 2018 six-year graduation rate of 80 percent, MSU provides the means to economic and social mobility, and is committed to continually improving the value of an MSU degree. MSU’s student success initiatives are linked to assets that include its nationally recognized Neighborhoods program for residential undergraduate support services and the Hub for Innovation in Learning and Technology, which supports development of new methods of teaching and learning across campus.

The provost and executive vice president for academic affairs is the chief academic officer for Michigan State University, providing leadership for matters that affect academic programs, research, and outreach involving faculty, students, and staff. The provost oversees the quality of programs of instruction and research through collaborative work with deans, departmental chairs, and other vice presidents.

MSU claims an outstanding record of students earning prestigious national and international scholarships:

- Goldwater, 44
- Rhodes, 18
- Churchill, 18
- Truman, 16
- Marshall, 16
- Udall, 12
- Hollings, 7
- Gates, 4
- Mitchell, 4
The provost’s priorities

- Provide support for faculty resulting in greater scholarly productivity and instructional effectiveness
- Recruit and retain a diverse faculty
- Create a more supportive work environment
- Create a healthier campus community
- Create a more positive campus climate
- Continue to emphasize the university’s elevating expectations
- Engage in planning that anticipates opportunities, demands, and resources
- Pursue multiple strategies for expanding, enhancing, and elevating scholarship
- Increase competitiveness in key areas
- Build academic infrastructure to support emerging work
- Build physical infrastructure to support emerging work
- Expand research infrastructure that supports emerging work
- Continue to identify and hold to metrics for improvement
- Create incentives that support innovation
- Pursue multiple strategies for enhancing student success: retention, graduation, and achievement
- Use analytics to understand the teaching and learning process
- Use technology to enhance teaching and learning
- Create new models for curriculum and instruction
- Use the Higher Learning Commission accreditation process to encourage progress around learning outcomes
- Continue to look at institutional outcomes and goals
- Engage in curriculum reform that changes the nature and shape of the educational experience
The first college to teach scientific agriculture and the home of blockbuster cancer treatment cisplatin, MSU also has become known for programs in nuclear science, energy, and more.

MSU’s international scientific leadership was reaffirmed in 2008 with selection by the US Department of Energy Office of Science to design, build, and operate a unique nuclear science laboratory, the Facility for Rare Isotope Beams. The $730 million facility will be a world center for nuclear isotope research. Michigan State claims the nation’s top-ranked nuclear physics graduate program and awards about 10 percent of the nation’s nuclear science doctorates.

Total research expenditures were $700 million for 2017. MSU ranks first in the Big Ten and second in the nation in combined DOE and National Science Foundation expenditures based on the most recent comparison data available (2016).

Looking toward the future, MSU’s Global Impact Initiative is recruiting more than 100 new faculty members in research areas in which MSU can make the most impact, while expanding human knowledge in areas including genomics, plant resilience and the environment, precision medicine, advanced physical sciences, and computation.

The Institute for Quantitative Health Science and Engineering (IQ) is part of that future focus, fostering collaboration among the sciences on campus and beyond, and creating possibilities for transforming patient care with new biomedical discoveries. Its growing faculty’s wide set of multidisciplinary expertise bridges many areas of biomedical science within a culture and architecture that fosters collaboration and convergence. This structure gives IQ a firm footing to make discoveries that could dramatically impact clinical care and fundamentally change our understanding of the basic biology of health and disease.

Top federal funding agencies:

- Department of Energy
- National Science Foundation
- Department of Health and Human Services
- Department of Agriculture
- US Agency for International Development
- Department of Defense
- Department of Education

Other such assets include the High Performance Computing Center housed within the MSU Institute for Cyber-Enabled Research and the Department of Computational Mathematics,
Science, and Engineering, an interdisciplinary environment intended to foster a new breed of algorithmists addressing emergent problems in science and engineering. MSU’s engineering and computation competencies also are helping create an active, connected campus-wide ecosystem for the study of mobility and development of advanced automotive and infrastructure systems.

Michigan State fosters a highly collaborative and interdisciplinary research and education environment. In the area of health science, faculty, staff, and students from the following colleges conduct interdisciplinary research across the purview of the National Institutes of Health:

- College of Agriculture and Natural Resources—food, water, and health nexus
- College of Communication Arts and Sciences—health information records and adoption of technology for senior citizens
- College of Engineering—wearable technology, biomechanics, information science—artificial intelligence, pattern recognition, and imaging methods
- College of Human Medicine—reproductive health, neurological health, pediatrics, and radiology
- College of Natural Science—synthetic biology, microbiology, neuroscience, and genomics
- College of Nursing—health promotion, risk reduction, and point-of-care methods
- College of Osteopathic Medicine—international health and translational research
- College of Social Science—psychology and early childhood development
- College of Veterinary Medicine—large-animal care and One Health initiative

MSU AgBioResearch encompasses the work of more than 325 scientists in seven colleges with grants in excess of $60.2 million. These researchers, in on-campus laboratories and at 13 outlying research centers across the state, investigate topics that range from agricultural production, alternative energy and biofuel production, food safety, and environmental stewardship to childhood obesity, community development, and the quality of life of Michigan families.

MSU is a member of the University Research Corridor, a partnership with the University of Michigan and Wayne State University, to benchmark itself against the nation’s top regional university innovation clusters. The URC is rising among those clusters in generating patents, businesses, and graduates with high-demand, tech-related degrees. Research spending by the URC members rose 53 percent in the last 10 years, surpassing all other research clusters.
ENTREPRENEURSHIP AND TECHNOLOGY TRANSFER

MSU offers a cross-university entrepreneurship minor, and entrepreneurship extends beyond the university’s curriculum to promote technology transfer to the private sector.

The MSU Innovation Center is built on a strong partnership with the MSU Foundation, faculty, students, and local and statewide economic development organizations. It supports innovation, technology commercialization, new company startup, and a portfolio of dedicated business and community partnerships to bring cutting-edge ideas to the marketplace.

Composed of Business CONNECT, MSU Technologies, and Spartan Innovations, the Innovation Center advances faculty, student, and commercial partner ideas, bringing more than 150 discoveries annually into a pipeline of patents, products, and startup businesses. Together, these solutions help build a diversified economy and jobs for Michigan. The MSU Foundation also fuels economic development initiatives through commercialization of cutting-edge technologies invented by MSU faculty, staff, and students.
For more than 100 years, MSU Extension has been helping people address critical needs and opportunities by delivering the vast knowledge and resources of MSU directly to individuals, communities, and businesses.

With a presence in every Michigan county, Extension faculty and staff members provide tools to live and work better, whether it’s helping grow Michigan’s agriculture economy, capturing opportunities that use natural resources in a sustainable way, controlling health-care costs by giving individuals the information they need to manage chronic illness, or preparing tomorrow’s leaders, MSU Extension is creating opportunities and building communities that make Michigan strong, prosperous, and a great place to live.

Being long embedded in Michigan communities gives Extension the capacity to quickly ramp up targeted services. Those include the health, nutrition, and educational services it is delivering to Flint children to help them deal with the long-term health effects of lead-contaminated municipal water. Community economic health is another area of Extension’s focus. MSU’s Center for Local Government Finance and Policy offers outreach, advises cities during fiscal hardship, and helps them develop fiscal tools. The MSU Product Center helps entrepreneurs and companies develop and commercialize high-value, consumer-responsive products and businesses in the agriculture and natural resource sectors.
MSU enrolls students from all 83 Michigan counties, all 50 US states, and more than 130 countries. Additionally, MSU annually enrolls approximately 6 percent of Michigan’s high school graduates—more than any other Michigan university.

With some 78 percent of MSU’s 50,351 students registered as undergraduates, the university’s teaching and learning is informed by cutting-edge research and global engagement and offers unrivaled opportunities for undergraduate research.
The university registers more than 900 student clubs, sports, and organizations and offers a wide variety of community engagement and college-based activities. MSU’s Greek-letter community counts more than 50 recognized and nationally affiliated organizations. Students are served by a variety of student-run media, including independent student newspaper The State News and on-campus Impact 89 FM radio.

The Department of Student Life, within the Division of Student Affairs and Services, creates opportunities for students to clarify and challenge their values, potentials, roles, and relationships within the university, its communities, and our global society. Student Life engages students in active learning and encourages scholarship; prepares students for leadership roles within the university and future work and community settings; and enhances the educational environment by promoting, educating, and facilitating campus-wide understanding of students’ rights, responsibilities, and freedoms.

Michigan State students are engaged in their lives and in those of the communities around them. MSU Career Services Network surveys indicate that 60 percent of students engage in summer internships, which last year took place in 48 states and 47 countries. MSU supports student internships through scholarships and, when appropriate, awarding MSU course credit, and by providing networking opportunities and professional development.

Michigan State is considered a prime recruiting ground by employers regionally and globally. *Times Higher Education* ranked MSU No. 1 in the Big Ten and No. 22 nationally for graduate employability last year. Some 540 companies participated in MSU’s 2018 Fall Career Days, including 31 of the Fortune 100.
FOSTERING A SAFER CAMPUS

MSU is committed to achieving the highest standards in ensuring patient care and safety; preventing relationship violence and sexual misconduct; providing supportive services to students, staff, and faculty experiencing these issues; and responding in a trauma-informed manner to reports of such incidents. The university is working with internal and external experts to improve policies, procedures, programs, and operations.

Such efforts include health care, for which MSU restructured the multispecialty group clinical practice associated with its medical and nursing colleges and those colleges’ clinical practices and student wellness programs to increase safety, quality, and oversight across all MSU health care offerings. Student mental health services are being bolstered, as are resources devoted to the prevention of and response to relationship violence and sexual misconduct.

As an indication of its resolve, the 2018–19 budget includes funding for 13 new Title IX and related positions, including preventive and investigative staff; 10 positions in Counseling and Psychiatric Services; six new positions for advocacy, crisis intervention, and counseling staff in the Sexual Assault Program; four new MSU Police officers; two new Employee Assistance positions; two new Freedom of Information Act Office positions; and two positions in the Office of Enterprise Risk Management, Ethics, and Compliance. Increased resources in recent months include the expansion of MSU’s Title IX office from 17 to 32 employees and authorized growth of the MSU Sexual Assault Program from 11 to 17 employees.
DIVERSITY AND INCLUSION

Michigan State University is guided by values that are embedded in its rich heritage as a leading land-grant university and its current position among the best universities in the world. MSU takes great pride in its diversity, and among its foremost values is inclusion.

Inclusion benefits MSU scholars who advance knowledge by exploring the vast range of questions that result from our differences. It benefits employees by creating a stronger work environment that draws on various points of view. And it benefits students by enriching their learning experiences and better preparing them to function as effective citizens.

Valuing inclusion means providing all who live, learn, and work at the university the opportunity to actively participate in a vibrant, intellectual community that offers a broad range of ideas and perspectives. Spartans embrace the opportunity to learn from each other and welcome a full spectrum of experiences, viewpoints, and intellectual approaches that enrich the community and our society.

Among its 2018 fall semester student body of 50,351 students, there are 10,359 MSU students of color, and women comprise 50.7 percent of all enrolled students.
ATHLETICS

The home of nationally competitive Spartan basketball and football, MSU supports 25 varsity squads, including 12 intercollegiate sports for men and 13 intercollegiate sports for women.

Under Head Coach Tom Izzo, the men’s basketball team has made 21 straight NCAA appearances, including nine Final Four appearances. The football program under Coach Mark Dantonio recorded its 100th victory in post-season play in 2017 and notched its 700th all-time program win in 2018. The department also is committed to success in women’s sports, as volleyball and women's basketball rank in the top 10 nationally in home attendance.

Consistent with the pioneer land-grant traditions of the university, Spartan Athletics is a pioneer among peer institutions. Michigan State played a leading role in the integration of college football in the 1960s, including becoming the first team to win a national championship with an African-American starting quarterback from the South. In 1998, MSU opened the Clara Bell Smith Student-Athlete Academic Center, one of the first of its kind. The center continues to mold champions in the classroom as well: MSU recently posted an all-time high graduation success rate of 88 percent for its student-athletes.

Spartan Stadium seats 75,000 for football games, and the Breslin Student Events Center, home of Spartan basketball, seats nearly 15,000 and hosts more than 260 campus and community events a year.
Other facilities include the Daugherty Football Building/Skandalaris Football Center; Berkowitz Basketball Complex; Munn Ice Arena; Jenison Field House; McLane Baseball Stadium; Secchia Stadium (softball); DeMartin Stadium (soccer); Forest Akers Golf Courses/Lasch Family Golf Center; McCaffree Pool; Ralph Young Field (field hockey/track); the MSU Tennis Facility; and three intramural facilities.

Michigan State also offers one of the largest intramural sports programs in the nation.
The Wharton Center for Performing Arts claims the nation’s largest programming schedule of any independent performing arts center affiliated with a university, with more than 200 stage events and some 200,000 guests attending Wharton presentations annually. The MSU Federal Credit Union Institute for Arts and Creativity presents educational programs to more than 30,000 K-12 students there each year.

The stunning Eli and Edythe Broad Art Museum, designed by world-renowned architect Zaha Hadid and opened in 2012, supports the university’s arts programs and welcomes more than 62,000 visitors a year with exhibitions and community programs.

Other campus and community assets include the MSU Libraries system, which houses more than 4.5 million volumes; public broadcasting affiliated WKAR-TV and the WKAR-AM and WKAR-FM public broadcasting radio stations; six public gardens, including the W.J. Beal Botanical Garden, the oldest continuously operated teaching garden on a college campus in the nation; the MSU Museum, one of the state’s largest public museums of natural and cultural history, offering anthropological, biological, folklife, geological, and historical exhibits and programs; and Abrams Planetarium, including the 150-seat Sky Theater.
THE CAMPAIGN FOR MSU
Michigan State’s capital campaign, Empower Extraordinary, launched its public phase in 2014 and closes December 31, 2018. With an established goal of $1.5 billion, nearly 250,000 donors made more than a million gifts, adding up to approximately $1.75 billion.

The campaign surpassed the university’s most significant priority fundraising goals. Approximately 3,500 new scholarships were created, each providing $5,000 in annual support for students. At least 105 new endowed faculty positions were funded. Private support for research increased by 35 percent and, over the life of the campaign, has provided more than $315 million. Fundraising for 22 major projects was advanced, with construction for several projects already underway. Those include the Billman Pavilion at the MSU College of Music and the Edward J. Minskoff Pavilion at the Eli Broad College of Business.

MSU employees and retirees accounted for nearly $112 million, or 6.4 percent, of the campaign total. MSU is No. 1 in the Big Ten for giving back from faculty, staff, and retirees.
In 2009, MSU developed its Energy Transition Plan to meet the growing needs of the campus, changing technologies, and evolving regulations and proposed a bold vision to transition campus to 100 percent renewable energy. The plan covers both energy supply and demand, creating new knowledge, strengthening partnerships, and balancing capacity, health, reliability, environment, and cost.

MSU generates up to 2.4 million kilowatt-hours of green power annually from an on-site anaerobic digestion system, which converts waste from campus farms and dining halls into energy. In addition, green energy generation will surge thanks to MSU’s new solar carport array, the largest in the country. The array covers 5,000 parking spaces on parking lots spanning 45 acres, generating power less expensively than purchasing off the grid.

Overall, on-campus renewable energy production is expected to be about 17.4 million kWh of renewable power annually, enough to meet 7 percent, of MSU’s electricity use and up to 18 percent of its peak power demand.

The university also discontinued use of coal in favor of using natural gas at its T.B. Simon Power Plant, which produces both electricity for campus and steam to heat its buildings. MSU has reduced its carbon footprint so far by 7 percent and the US Environmental Protection Agency recently recognized Michigan State’s renewable energy programs with a 2018 Green Power Leadership Award. MSU ranks No. 20 on the EPA’s list of top on-site green power partners. MSU also was recognized as part of the EPA’s College and University Green Power Challenge earlier this year.

Other sustainability services on campus include MSU Recycling, MSU Bikes, the MSU Surplus Store, and more.
Agriculture and Natural Resources
The first college established at the nation’s pioneer land-grant institution, the College of Agriculture and Natural Resources at MSU has been pioneering advancements in agricultural and natural resources research, scholarship, and outreach for more than 160 years. The college provides innovative leadership in science, technology, design, management, biofuels, the bioeconomy, and global agriculture. Students learn to use the principles of science, technology, engineering, mathematics, business, and creative design in tackling some of the world’s biggest problems related to food, energy, and the environment. The wide selection of academic programs and career pathways include food, nutrition, and their applications to health; community, family, and youth development; agricultural production; technology, management, and design; food processing; and biofuels, the bioeconomy, globalization, international development, and sustainability. The college is the administrative home of MSU Extension, which has a statewide presence in all 83 counties, and AgBioResearch, the state’s Agriculture Experiment Station, which supports faculty positions and research programs in eight MSU colleges.

Arts and Letters
Students in the College of Arts and Letters explore human expression, human experience, and human values through a wide variety of disciplinary subjects, as well as through interdisciplinary study. The college hosts many majors and minors in literature, languages, global religions, cultures, philosophy, arts, design, digital media, and theater. Faculty and students represent diverse backgrounds and cultures and work together to challenge past assumptions and set future directions in the arts and humanities. Beyond traditional coursework, the college provides student and faculty collaboration, interdisciplinary course offerings in the liberal arts, and opportunities to engage the greater MSU community as well as those outside of campus. Engaged and forward-thinking faculty and scholars educate students and bring public focus to the arts and humanities as the threads that weave together numerous shared cultures and traditions.

Communication Arts and Sciences
The College of Communication Arts and Sciences, the first of its kind in the nation, pushes the boundaries of communication research and teaching to improve lives and promote democratic values. Working side by side, students and faculty discover and explore the next communication frontiers. Its work is vital to understanding how people communicate effectively with each other to increase productivity, reduce health and safety risks, and improve quality of life around the world. The college hosts international conferences,
leads federally funded research projects and cross-college collaborations, and offers ever-expanding opportunities for students, including study abroad, internships, and participation in national competitions.

**Education**
The College of Education has established a reputation for excellence and visionary thinking in its efforts to improve teaching and learning across the nation and world, particularly within the contexts of urban and global education. Faculty members in the college are committed to addressing the educational and physical needs of all learners and to working closely with educators, leaders, and policy makers in the field. With an intensive five-year teacher preparation program, rigorous undergraduate study in kinesiology and athletic training, and several nationally ranked graduate programs, the College of Education prepares leaders ready to make an impact on learning and human development around the world.

**Eli Broad College of Business and Eli Broad Graduate School of Management**
Among the largest business schools in the nation and consistently ranked among the top business schools in the country, the Eli Broad College of Business and the Eli Broad Graduate School of Management, commonly referred to as the Broad College, have been accredited by the Association to Advance Collegiate Schools of Business International since 1953. The Broad College offers seven undergraduate majors, a full-time and executive MBA, and seven specialized master’s programs and seven doctoral programs, as well as an array of executive education programs and online certificates for business professionals. Faculty in the college consists of award-winning teachers and researchers, editors and reviewers of top journals, and former executives whose efforts combine in numerous research centers targeting specific topics for focused inquiry and in experiential labs that provide real-world opportunities for students.

**Engineering**
The College of Engineering prepares students to solve technical, social, economic, and global problems while instilling the essence of engineering as the iterative process of designing, predicting performance, building, and testing. The college’s engineering programs provide future engineers with firm knowledge and understanding of the fundamental engineering sciences, engineering methods for the application of this knowledge, and the project management and communication skills to bring designs to fruition. Programs require a strong base in mathematics, computing, and the sciences as the tools of the engineer. An engineering education provides a teams-based, systems approach to societal problems and, therefore, prepares students for a wide range of career options, including those outside the engineering field.
Graduate School
MSU’s Graduate School is a recognized national and international leader in many areas of graduate education. It serves as an advocate for graduate education to the university and beyond and works to enhance the quality of graduate education at MSU in all its diverse dimensions.

Honors College
The Honors College at MSU is one of the country’s most distinctive and extensive honors programs, serving talented, committed students who wish to pursue and achieve academic excellence. The college strives to ensure an enriched academic, social, and cultural experience for its members and to create an environment that fosters active and innovative learning. It emphasizes individualized program planning rather than a tightly prescribed set of courses. Honors College members have the opportunity and are encouraged to design their own individualized programs of study; enroll in dynamic Honors classes, interactive seminars, and graduate courses; participate in faculty-led research projects; and join with other Honors College students who share their curiosity and enthusiasm to enjoy the intimacy of a small college along with the advantages of a major research university.

International Studies and Programs
International Studies and Programs at MSU is the hub for international research, teaching, and outreach at MSU. ISP supports international activities throughout the institution and works with faculty across all 17 degree-granting colleges. ISP strives to mobilize MSU’s research and scholarship, enhance education abroad and other academic programs, form and strengthen international partnerships, and welcome and support international visitors, scholars, and students. Its efforts expand and deepen MSU’s global research and help create the scientific knowledge needed for responding to the world’s emerging opportunities and global goals. ISP works to position MSU as a leader in international research and scholarship and in internationalization of higher education and as an indispensable partner in global collaborations.

Law
The MSU College of Law leads cutting-edge initiatives focused on ethics, human rights, and entrepreneurial lawyering that provide rich learning opportunities and fuel the college’s upward trajectory of national and international reputation and reach. MSU Law offers a comprehensive curriculum that is constantly evaluated with an eye toward emerging trends to ensure graduates are ready to take on the latest challenges in the field of law. Students can customize their education from among 14 focus areas, 10 clinical programs, hundreds of externship locations, three study abroad programs,
and more. MSU Law’s integration with the university also allows students to complement legal studies with a variety of cross-disciplinary courses and dual-degree programs.

Music
The College of Music is recognized as a leader for its innovative approach to nurturing musical excellence, training musicians who perform on the world’s most prestigious concert stages, and developing outstanding educators and scholars who make a difference across the nation and around the globe. The college is a training ground for composers, conductors, educators, performers, and scholars who build on its record of international accomplishments in performance and national reputation of innovative music education. Students study with world-renowned musicians, scholars, educators, and composers who bring exceptional skill and experience to their art. The faculty’s numerous awards, publications, and outstanding performances around the globe reflect its commitment to musical excellence.

Natural Science
The College of Natural Science promotes excellence in research, teaching, and public service across the biological, physical, and mathematical sciences. Its innovative undergraduate and graduate programs prepare students to be leaders in an increasingly sophisticated scientific and technological society. These programs grow and evolve in an environment that values multidisciplinary and cross-college collaborations and build on the advantages that a diverse student body brings to a dynamic community of scholars. Steadfast in its land-grant mission, the college strives to enhance student learning, promote basic scientific understanding of nature, and develop the technical and human resources necessary to address the current and future needs of society.

Social Science
The College of Social Science faculty, staff, and students use science to transform the human experience and inspire leaders. Nearly 400 tenured and tenure-stream scholars engage in sustained research excellence that generates thought leadership. The college is the largest at MSU, offering more than one-fifth of the credit hours at both the undergraduate and graduate levels, including more than 30 undergraduate majors, 16 interdisciplinary undergraduate minors, 31 graduate degrees, 12 graduate specializations, and 24 certificate programs, both for credit and noncredit. Eight departments, four schools, and seven centers and institutes ensure that students acquire the communication and analytical skills needed to excel in complex and changing environments. Many of these programs are ranked in the nation’s top 30, with three ranked in the top 10 and two ranked No. 1 nationally—African history and industrial organization psychology.

Medical, Nursing, and Veterinary colleges
Michigan State University offers unique opportunities for innovation in both health science research and training of professionals for the health-care needs of the regional, statewide, national, and global communities. The health science enterprise at MSU is both comprehensive and expanding. MSU is the only institution in Michigan training nurses, physicians, and veterinarians. It is the only Association of American Universities institution graduating allopathic (MD) and osteopathic (DO) physicians.
Founded in 1964 and currently educating approximately 800 future physicians, the College of Human Medicine is nationally recognized as one of the nation’s pioneers of community-based medical education. The college’s footprint spans the state of Michigan and beyond, enhancing communities by providing outstanding primary and specialty care and responding to the needs of the medically underserved. Clinical practice is conducted in East Lansing, while research and undergraduate and graduate medical education take place across seven campuses through affiliations with local hospitals, physicians, and other health-care providers.

Beginning in 2007, the college underwent one of the largest MD medical school expansions in the nation and doubled the size of its enrollment, now graduating 200 students each year. Today, the alumni population for the MSU College of Human Medicine today consists of more than 5,100 Spartan physicians.

The MSU College of Osteopathic Medicine is committed to excellence in osteopathic education, research, international outreach, and service. The college provides a professional osteopathic physician educational program leading to a Doctor of Osteopathic Medicine (DO), as well as the Master of Science (MS) and the Doctor of Philosophy (PhD) programs. The college also offers a dual-degree program that allows students who wish to become medical scientists to pursue a DO and a PhD simultaneously.

Three Michigan communities provide the college’s foundation for research and medical education. The Secchia Center in downtown Grand Rapids is a state-of-the-art medical education building opened in 2010 and is the college’s headquarters. Home to centers of excellence in women’s health and Parkinson’s disease research, the college opened the MSU Grand Rapids Research Center nearby in 2017. That 180,000-square-foot biomedical research facility houses nearly 30 principal investigators and their scientific teams, and one day will house 44 research teams.

Lansing is the central location for college clinical services through the university’s health team, and Flint offers medical education and research focused on public health.

More than 300 students graduate each year as part of the college’s mandate to produce primary care physicians for the state. Each year, more than 400 first- and second-year students take classes in East Lansing, plus about 100 each at the Detroit Medical Center and the Macomb University Center in suburban Detroit. More than 600 third- and fourth-year students are in clinical rotations at partner hospitals across the state.

The college’s Statewide Campus System is one of the nation’s largest graduate medical
education consortia: In 2017–18, there were 1,951 physicians-in-training in 183 internship, residency, and fellowship programs. To provide high-quality pre- and postdoctoral osteopathic medical education, the college collaborates with 45 hospitals and around 30 Federally Qualified Health Centers.

The college also is involved in international health programs around the globe, including malaria research and clinical care and psychiatry and neurology research in Malawi, and konzo and psychiatry research in Uganda. The college also maintains a family medicine clinic in Yucatan, Mexico.

The College of Veterinary Medicine is an essential resource for the state of Michigan and the world. It provides unparalleled training for future veterinarians, world-class care for animals, and groundbreaking research aimed at attaining better health for animal and human populations. Veterinary science courses have been taught at MSU since the institution’s founding in 1855, and the college was established as a four-year, degree-granting program in 1910. In addition to the Doctor of Veterinary Medicine program, the college also offers certificate and bachelor’s degree programs in veterinary technology, as well as advanced degree (master’s and doctoral of philosophy) programs.

The abundance and variety of animal agriculture and companion animals in Michigan provides the college with one of the largest clinical and diagnostic caseloads in the country, enhancing its educational and research opportunities. The college has expertise in public health, biomedical and comparative medical research, ecosystem and environmental management, and the multiple facets that compose our complex global food system. The college also supports key animal health programs conducted by both the Michigan Department of Agriculture and the US Department of Agriculture.

The college is organized into six departments: Large Animal Clinical Sciences, Microbiology and Molecular Genetics, Pathobiology and Diagnostic Investigation, Pharmacology and Toxicology, Physiology, and Small Animal Clinical Sciences. The Veterinary Medical Center provides expert care to animals in need, treating more than 20,000 small-animal patients per year and more than 2,000 large animals. The college also is home to the Veterinary Diagnostic Laboratory—one of the leading veterinary diagnostic labs in the world—and several research centers.

The College of Nursing has prepared leaders in nursing practice, research, and education for more than 60 years. Its 80-plus faculty members represent a diverse blend of leading scholars and distinguished health-care professionals. The college has an active faculty practice, and an increasing number of faculty members practice as part of their workloads.

MSU’s nursing curricula contributes to a highly qualified nursing workforce, as well as developing nurse scientists focused on discovery of new and better ways to support patients and their family caregivers. To enhance student-faculty interactions, the college has implemented distance education, high-tech simulation capacity, and virtual technology. Extensive hands-on clinical experiences also are available through the college’s 850 practice partners statewide. A variety of advanced nursing practice options are available at the graduate level for preparation as nurse
practitioners working in primary care, nurse anesthetists, and clinical nurse specialists.

In 2012, the college consolidated programs under one roof in a new state-of-the-art building expansion, the Bott Building for Nursing Education and Research. The college also offers extensive community engagement through continuing education for nurses and outreach activities statewide.

James Madison College, based in Case Hall, provides a liberal education in public affairs for undergraduates. The college is dedicated to the highest standards of excellence, both for students and for faculty and staff. The curriculum and individual courses are multidisciplinary, cultivating in students the skills of rigorous thought, lucid prose writing, and articulate speech. The residential environment nurtures a collegium of scholars among students, faculty, and staff. The world-class resources of the wider university enrich the program as a whole. James Madison College was established in 1967. Since then the college has graduated numerous Rhodes, Truman, Marshall, and Fulbright Scholars, National Science Foundation Fellows, MSU’s first Mitchell Scholar, and regularly represents a high percentage of MSU’s Phi Beta Kappa class.

The Residential College in the Arts and Humanities is an interdisciplinary college offering a Bachelor of Arts in arts and humanities for students interested in the growing global connections among literature, history, ethics, culture, world languages, the visual and performing arts, and community engagement. Its faculty, staff, visiting artists, and community partners are committed to teaching and scholarship that enhance the collaborative learning process for RCAH students, who live and learn together in historic Snyder-Phillips Hall. Through innovative courses, wide-ranging study abroad and study away programs, and unique partnerships with a diverse group of community, arts, and social change groups, students learn to communicate and navigate within the evolving cultures of the contemporary world.

Residential Colleges

The Lyman Briggs College in Holmes Hall is a residential college that bridges the gap between science and the humanities through interdisciplinary teaching and research. It provides students with a fundamental core science education in mathematics, chemistry, biology, and physics. The core program also addresses historical, philosophical, and societal concerns and consequences of modern science, technology, the environment, and medicine. The majority of Lyman Briggs students pursue programs leading to advanced graduate study in the natural sciences or professional programs related to medicine, dentistry, veterinary medicine, allied health, education, or law. The philosophy of inclusion and innovative teaching methods at Lyman Briggs College have attracted internationally recognized faculty and staff from a variety of disciplines.
The next president of Michigan State University will lead the institution to new heights by building on recent successes, including record accomplishments in fundraising, increased enrollments and diversification of the student body, continued excellence in academics and research, and improvements to the campus infrastructure. In acknowledging both recent successes and tragic events, the next president of MSU will lead an engaged community in identifying new opportunities to positively influence students, faculty, and staff, and to serve and improve the lives of the residents of Michigan and beyond. In addition, the university seeks a president who will embrace the following opportunities and challenges, which were identified through input from a wide range of stakeholder groups and fully endorsed by the board:

- **Promote a culture of empathy and accountability:** The next president will champion collaboration, partnership and transparency as the university continues to reinforce and strengthen its position as a world-renowned, public, research-intensive institution and will create a culture where feedback and input from all community members are welcome. The president will lead by example in upholding the highest level of integrity and will hold other leaders and community members to the same standard. MSU has made significant recent investments in campus safety and student health and well-being, and the next president will emphasize the importance of, and continued commitment to, these efforts. The president will convey a clear message, internally and externally, that the community is united in its effort to continue healing while forging a new future.

- **Develop a vision for the future of MSU:** The president will lead a collaborative process to bring voices from all constituencies to the table and identify the next set of major priorities and initiatives for the university. Building on momentum around existing initiatives and identifying new areas of leadership for the university, the president will develop a plan that is visionary, ambitious, dynamic, and pragmatic. With a special focus on MSU’s position as a leading public research university and the nation’s pioneer land-grant institution, the president will focus on initiatives that support the university’s mission to provide outstanding undergraduate and graduate education; conduct research of the highest caliber; and advance outreach, engagement, and economic development activities in pursuit of better quality of life for communities throughout the state and around the world.

- **Oversee student recruitment, enrollment, and retention strategies at the highest level:** In an increasingly competitive higher education landscape, and with growing economic and
demographic challenges, the president will help identify opportunities to attract and support a diverse group of talented students at the undergraduate and graduate levels. There will be particular focus on increasing access to an MSU education and growing resources in support of financial aid. The president will also collaborate with student affairs leaders to promote a student-centered approach to leadership, and to implement measures designed to provide support for students inside and outside the classroom, with the goals of maximizing student success; increasing retention; ensuring a continued commitment to diversity, equity, and inclusion; and raising graduation rates for students across the board.

• **Continue to enhance the university’s research profile and opportunities for innovation:** MSU must be at the frontiers of creativity, innovation, and discovery. The president will identify and promote opportunities to expand the university’s research activity, with particular focus on garnering additional resources from grant-making government and nongovernment agencies. The president will help existing faculty and staff to build and support programs that will attract and retain distinguished faculty from throughout the country and around the world. The president will ensure that the university maintains and builds its reputation as an incubator for ideas and exploration that will lead to practical solutions for the challenges faced by the citizens of Michigan, the nation, and the world. MSU has emerged as a leader of research in a wide range of fields, and the president will focus on continuing to move high-profile projects and research ventures forward.

• **Ensure continued growth and stewardship of the university’s financial resources:** As MSU celebrates its most successful comprehensive capital campaign in its history, the president will focus on strategies to continue improving its financial position, with focus on identifying new revenue channels and deftly stewarding existing resources. The president serves as the chief fundraiser for the university and will be responsible for locating additional resources to support major initiatives that enable MSU to demonstrate and maximize its potential. The president will be a strong and articulate voice for MSU’s initiatives and aspirations and will make a compelling case for support to alumni, community members, the Board of Trustees, foundations, state leaders, government agencies, and other key stakeholders. The president also will oversee performance of endowed funds and will ensure that the university achieves balanced budgets across all divisions, with emphasis on controlling costs and tuition increases, as well as identifying opportunities for increased efficiency.

• **Continue to strengthen the bridge between the university and its alumni:** MSU has a talented and engaged alumni community of more than half a million people worldwide. The next president will be proactive in engaging alumni and ensuring that they remain involved and invested in the life of the university. Working closely with the Alumni Association, the president will make regular and earnest efforts to ensure that the lines of communication from the president’s
office to the alumni community are open, and that alumni know their input is relevant, welcome, and valued.

- **Cultivate an environment of engagement:** MSU is a large but tight-knit community that prides itself on fostering strong, meaningful relationships. The next president will continue to promote an environment of internal partnership, transparency, and shared governance. The president will ensure that the university’s senior administrators are intentional about soliciting and embracing varied perspectives and will lead by example with regard to promoting collaboration as a foundational component of MSU’s decision-making processes.

- **Continue to strengthen external engagement:** MSU has a rich history of collaborating with a range of external partners, including government officials, community leaders, business leaders, and colleagues at other educational institutions. The next president will focus on strengthening existing partnerships and identifying opportunities to build new ones.

- **Provide leadership and oversight for MSU’s Division I Athletics Program:** Intercollegiate athletics is the most public and pronounced lens through which much of society views MSU. As such, it is critical that intercollegiate athletics enhance the core values and reputation of the university. The president provides vision and leadership to ensure continued success for student-athletes in the classroom and on the playing surfaces. The president will promote a continued culture of high expectations for MSU athletic programs, with particular focus on a safe, healthy environment for athletes and others who are associated with athletic programs. The president also will ensure that the university maintains strong working relationships with the NCAA and Big Ten Conference and that the athletics budget is balanced and self-funded.

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**DESIRED QUALIFICATIONS AND PERSONAL CHARACTERISTICS**

The next president of MSU will lead with energy, enthusiasm, decisiveness, and humility as the University continues on its trajectory as one of the world’s leading research-intensive, academic institutions. The breadth and complexity of the University, as well as its national and international prominence, require a president who can synthesize complex information, leverage both complementary and competing interests, and anticipate future opportunities and potential pitfalls.

Additionally, the next president of MSU will possess many of the following personal and professional qualifications:
• A demonstrated record of collaborative leadership within the context of a highly complex organization

• A track record of leading with empathy and the highest level of integrity

• A clear understanding of, and appreciation for, the evolving needs of undergraduate and graduate students

• An understanding of, and appreciation for, high-quality research and scholarship

• A demonstrated ability to garner resources from private donors, foundations, and government agencies in support of advancing institutional goals

• A clear record of leading with vision and innovation

• A demonstrated understanding of, and appreciation for, the mission of a land-grant institution

• A deep understanding of the higher education landscape (including medical and clinical education) and the many factors that affect change within it

• A demonstrated commitment to fostering diversity, equity, and inclusive excellence

• A track record of hiring, developing, and retaining strong leaders, with particular emphasis on building a cohesive team that is able to unite a community around a set of institutional priorities and common goals

• A record of effective external engagement and building strong partnerships between an institution and the larger community

• An appreciation for the role athletics play at a Big Ten university

• Approachability and an ability to build meaningful relationships with a wide range of constituents

• A record of strong fiscal management and business acumen

• Strong academic credentials and a record of accomplishment

For best consideration, please direct all nominations and applications by January 18, 2019, to:

Shelly Weiss Storbeck, Managing Partner
Tom Fitch, Partner
Susan VanGilder, Partner
Ethan Dubow, Senior Associate

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MSU is an affirmative-action, equal-opportunity employer.