

MINUTES OF THE MEETING
OF THE
MICHIGAN STATE UNIVERSITY
BOARD OF TRUSTEES

October 27, 2017

President Simon called the meeting of the Board of Trustees to order at 9:30 a.m. in the Board Room.

Trustees present: Brian Breslin, Dianne Byrum, Melanie Foster (via phone), Dan Kelly, Mitch Lyons, Brian Mosallam, and George Perles.

Trustees absent: Joel Ferguson

University officers present: President Simon, Provost and Executive Vice President Youatt, Executive Vice President Udpa, Vice President and Secretary Beekman, Vice President and General Counsel Noto, Vice Presidents Burnham, Gore, Groves, Haas, Hsu, Maybank, and Swain, and Senior Advisor and Director Granberry Russell. Faculty liaisons present: Deborah Moriarty, Rob LaDuca, and Tom Tomlinson. Student liaisons present: Lauren Bernhardt, Ashley Fuente, Malik Hall, and Lorenzo Santavicca.

All actions taken were by unanimous vote of the Trustees present, unless otherwise noted.

1. On a motion by Trustee Breslin, supported by Trustee Lyons, the **BOARD VOTED to approve** the agenda.
2. On a motion by Trustee Kelly, supported by Trustee Breslin, the **BOARD VOTED to approve** the minutes of the September 8, 2017 Board of Trustees meeting.
3. President's Report

President Simon provided the following report to the Board.

A. University Achievements

The latest Destination Survey conducted by MSU Career Services Network was released last month. The annual survey tracks post-graduate placement information. For the class of 2016, graduate placement rates increased to 95 percent, up 3 percent from the previous year. Just as impressive is the retention rate—the number

of graduates who stay and work in Michigan is 64 percent, up more than 10 percent since 2012.

MSU was recently designated as a "Voter-Friendly Campus" by the national nonpartisan organizations Campus Vote Project and Student Affairs Administrators in Higher Education. The MSUvote committee collaborated with Associated Students of Michigan State University and the clerk of the City of East Lansing to help students overcome barriers to voting during the 2016 election. The collaboration registered groups of students in person, encouraged participation through TurboVote, and hosted the Michigan Secretary of State's Mobile Unit for a voter registration day netting more than 7,500 new registrations.

The July 2017 issue of *Venues Today* ranks Michigan State University's Wharton Center at number 16 internationally for venues with a capacity of 2,001 to 5,000 seats. The rankings are based on concert and event grosses from October 2016 to May 2017.

With continual growth in top faculty and a strong reputation for research excellence, the communication program in the College of Communication Arts and Sciences was ranked at second place in Shanghai University Global Ranking of Academic Subjects.

MSU became just the fifth institution of higher education in the world and only the second program in Michigan (behind the State of Michigan) to become accredited in Emergency Management. Congratulations to the EMAP Planning and Advisory Team and to Penny Fischer for her leadership.

MSU is a top producer of Fulbright Program Scholars. Janette Boughman, MSU integrative biologist, has been named a 2017-18 Fulbright Scholar in recognition of her research in Iceland on the adaptation of stickleback fish to the rapid human-induced environmental changes in the Arctic. Doctoral student Thomas Connor will spend a year seeking to understand the forces that divide wildlife habitats in China and create links among scientists, nature lovers, and tourists as a Fulbright Scholar. Two professors from the Department of Supply Chain Management in the Eli Broad College of Business, Anand Nair and Srinivas Talluri, have received awards from the Fulbright Program.

The Museum of Modern Art's first exhibition dedicated to fashion since 1944 includes a dress woven from artificial spider silk by Bolt Threads, marking a new partnership with designer Stella McCartney.

Credit for the Bolt Threads work goes to Bill Freckman and the Bioeconomy Institute team.

B. Faculty and Staff Achievements

Catherine Lindell, MSU associate professor of integrative biology, was selected as a 2017 American Ornithological Society Fellow.

MSU assistant professor Delanie Pope has been named Michigan Lawyers Weekly's 2017 Woman of the Year, as selected by her peers. Pope is a staff attorney at the MSU Chance at Childhood Law and Social Work Clinic in East Lansing

Poets & Quants named Jason Miller, assistant professor of logistics, to its inaugural list of the Top 40 Undergraduate Business Professors.

The book *Quilts and Human Rights* was awarded the prestigious Chicago Folklore Prize. The award was announced on October 18 at the opening ceremonies of the American Folklore Society annual meeting. The authors are Mary Worrall, Lynne Swanson, and Beth Donaldson.

Dr. Roger E Hamlin, Professor Emeritus, will be presented one of the highest honors that a European university can award an individual when he receives "Honoris Causa" from Babes-Bolyai University on October 24, 2017. Honoris Causa is similar to an honorary doctoral degree.

Women in Skilled Trades (WIST) is a local grassroots non-profit organization promoting better lives for women through skilled trades. WIST's focus is to provide Multi-Craft Core Curriculum certified training programs (recognized by North America's Building Trades Union) to women in the Lansing area to prepare them to be apprenticeship ready, which will allow them to gain access to Building Trades registered apprenticeship programs. President Simon acknowledged the following IPF staff members for their work on behalf of the organization: Carol Cool, co-founder and trainer; Danielle Hook, trainer; and Leisa Williams-Swedberg, advisory board, spokesperson, and trainer.

C. Student Achievements

Gavin Kata, a senior majoring in interior design, was chosen by the Public Art on Campus Committee (PAOCC) to have his artwork

featured on the bridge between Spartan Stadium and the Main Library. What originally started as an IPF project to fix the bridge turned into a contest offered by the PAOCC and the Department of Art, Art History, and Design. Kata developed a series of panels that were fabricated and then installed on the bridge this month.

Stephen Dall'Orso, a senior hospitality business student, has earned the Statler Foundation Scholarship of Excellence, marking the sixth year in a row a student from MSU has been named as a recipient. The scholarship is given to outstanding students who are enrolled full-time in a hotel management program and plan to pursue careers in the hospitality industry.

The U.S. Department of Energy has selected two MSU graduate students, Crispin Contreras-Martinez and Roy Ready, for its 2017 Office of Science Graduate Student Research Program. The Program advances graduate students' doctoral theses while providing access to the expertise, resources, and capabilities available at DOE laboratories. The award supports graduate students for up to one year of research under the supervision of a DOE laboratory scientist.

D. Athletics

With nearly 1,000 tents, the 2017 Izzone Campout was a record-setting event. Coach Izzo spent the night in a tent on Munn Field with the Izzone members.

The Gilbert Pavilion and the Tom Izzo Hall of History dedication was held on October 20.

4. There was no Public Participation on Issues Germane to the Agenda.

5. Personnel Actions

Provost Youatt presented the following personnel actions:

Bauchspies, Wenda, AN– Associate Professor, Department of Community Sustainability, \$150,000, with Tenure, effective January 1, 2018.

Han, Ming, AY– Associate Professor, Department of Electrical and Computer Engineering, \$120,000, with Tenure, effective January 1, 2018.

Li, Ming-Han, AN– Professor, School of Planning, Design & Construction CSS, \$231,000, with Tenure, effective January 1, 2018.

Pough, Gwendolyn, AY– Professor, Department of Writing Rhetoric and American Culture, \$140,000, with Tenure, effective January 1, 2018.

Turner, Nancy, AN – Professor, Department of Food Science and Human Nutrition – ANR, \$231,000, with Tenure, effective January 1, 2018.

Crockett, Elahe, AY – Professor, Department of Medicine, Promoted to Professor effective October 27, 2017.

Trustee Breslin **moved to approve** the recommendations, with support from Trustee Byrum.

THE BOARD VOTED to approve the resolution.

6. Gifts, Grants, and Contracts

Vice President Hsu introduced Professor Walter Hawthorne, Chairperson of the Department of History and Professor of African History. Professor Hawthorne made a presentation to the Board on People of the Historic Slave Trade. (Appendix A)

7. Finance Committee

Trustee Breslin presented the Trustee Finance Committee Report and recommendations.

Trustee Foster joined the meeting via phone.

A. 2018-19 Appropriation Request and Capital Outlay

It was recommended that the Board of Trustees adopt Michigan State University's 2018-19 Operating and Capital Outlay Request, including components for the University General Fund, AgBioResearch, and Michigan State University Extension. (Appendix B)

BE IT RESOLVED, the Board of Trustees hereby adopts the 2018-19 Appropriation Request and Capital Outlay.

Trustee Breslin **moved to approve** the recommendation, with support from Trustee Lyons.

THE BOARD VOTED to approve the resolution.

B. Revised Investment Policy (Endowment Spending Rate)

It was recommended that the Board of Trustees amend its Investment Policy to change the endowment spending rate to 4.4 percent of the average market value of the Common Investment Fund as calculated for the 20 quarters of the five fiscal years prior to the beginning of the fiscal year in which the spending is expected to occur ("Average CIF Value") for fiscal year 2019 and subsequent fiscal years.

BE IT RESOLVED, that the Board of Trustees of Michigan State University hereby approves the amendment to its Investment Policy, Board Policy 01-07-01, effective July 2018. (Appendix C)

Trustee Breslin **moved to approve** the recommendation, with support from Trustee Lyons.

THE BOARD VOTED to approve the resolution.

C. Acceptance of Property in East Lansing, Michigan

It was recommended that the Board of Trustees accept a gift of real property in East Lansing, Michigan.

BE IT RESOLVED, that the Board of Trustees of Michigan State University hereby authorizes the Administration to accept a gift of real property located at 215 and 217 River Street in East Lansing, Michigan from Gamma Kappa Charter House Corporation of Delta Sigma Pi d/b/a/ G.K. Investment Co.

Trustee Breslin **moved to approve** the recommendation, with support from Trustee Byrum.

THE BOARD VOTED to approve the resolution.

D. Sale of Brook Lodge Property in Augusta, Michigan

It was recommended that the Board of Trustees authorize the sale of a portion of the property known as Brook Lodge, located in Augusta, Michigan.

BE IT RESOLVED, that the Board of Trustees of Michigan State University hereby authorizes the Administration to sell approximately 83 acres of the property known as Brook Lodge located at 6535 North 42nd Street in Augusta, Michigan to W.E. Upjohn

Unemployment Trustee Corporation for \$950,000 and upon such other terms and conditions as may be acceptable to the Executive Vice President for Administrative Services.

Trustee Breslin **moved to approve** the recommendation, with support from Trustee Byrum.

THE BOARD VOTED to approve the resolution.

E. Long-Term Lease with Adams Outdoor Advertising in Grand Rapids, Michigan

It was recommended that the Board of Trustees authorize the Administration to enter into a lease with Adams Outdoor Advertising to permit a billboard sign on MSU-owned property located in the City of Grand Rapids, Michigan.

BE IT RESOLVED, that the Board of Trustees of Michigan State University authorizes the Administration to enter into a lease with Adams Outdoor Advertising for the property located at 4055 Broadmoor SE, Grand Rapids, Michigan upon such terms and conditions as may be acceptable to the Executive Vice President for Administrative Services.

Trustee Breslin **moved to approve** the recommendation, with support from Trustee Lyons.

THE BOARD VOTED to approve the resolution.

F. Long-Term Lease with Grand River Aseptic Manufacturing, Inc.

It was recommended that the Board of Trustees authorize the Administration to negotiate and execute a lease with Grand River Aseptic Manufacturing, Inc. for space at the Grand Rapids Research Center.

BE IT RESOLVED, that the Board of Trustees of Michigan State University hereby authorizes the Administration to enter into a lease with Grand River Aseptic Manufacturing for approximately 25,000 square feet on the fifth floor of the Grand Rapids Research Center, in the City of Grand Rapids, Kent County, Michigan, upon such terms and conditions as may be acceptable to the Executive Vice President for Administrative Services, including a lease term of, or which is renewable for a total of, ten or more years.

Trustee Breslin **moved to approve** the recommendation, with support from Trustee Byrum.

THE BOARD VOTED to approve the resolution.

- G. Authorization to Plan—T.B. Simon Power Plant—Plant Modernization

It was recommended that the Board of Trustees authorize the Administration to plan for the next phases of power generation for campus, including new production capability at the T. B. Simon Power Plant.

BE IT RESOLVED, that the Board of Trustees of Michigan State University hereby authorizes the Administration to plan for three projects under the title of "T.B. Simon Power Plant—Plant Modernization."

Trustee Breslin **moved to approve** the recommendation, with support from Trustee Byrum.

THE BOARD VOTED to approve the resolution.

- H. Authorization to Plan—Planetarium—Addition

It was recommended that the Board of Trustees authorize the Administration to plan for an addition to the Planetarium that will allow for expanded programming.

BE IT RESOLVED, that the Board of Trustees of Michigan State University hereby authorizes the Administration to plan for the project entitled "Planetarium—Addition."

Trustee Breslin **moved to approve** the recommendation, with support from Trustee Byrum.

THE BOARD VOTED to approve the resolution.

- I. Project Approval—Authorization to Proceed—Hubbard Hall - Exterior Masonry Repair (Phase III)

It was recommended that the Board of Trustees authorize the Administration to proceed with the third phase of exterior renovations to Hubbard Hall.

BE IT RESOLVED, that the Board of Trustees of Michigan State University hereby authorizes the Administration to proceed with the project entitled "Hubbard Hall - Exterior Masonry Repair (Phase III)", with a project budget of \$2,500,000.

Trustee Breslin **moved to approve** the recommendation, with support from Trustee Mosallam.

THE BOARD VOTED to approve the resolution.

J. Project Approval—Authorization to Proceed—Jenison Field House Alterations

It was recommended that the Board of Trustees authorize the Administration to proceed with alterations to Jenison Field House to improve functionality and enhance the aesthetics of selected areas of the building.

BE IT RESOLVED, that the Board of Trustees of Michigan State University hereby authorizes the Administration to proceed with the project entitled "Jenison Field House Alterations," with a project budget of \$6,000,000.

Trustee Breslin **moved to approve** the recommendation, with support from Trustee Mosallam.

THE BOARD VOTED to approve the resolution.

8. Policy Committee

Trustee Byrum presented the Trustee Policy Committee Report and recommendations.

A. Notice of Intent to Negotiate Contracts

Pursuant to State law, Trustee Byrum gave public notice of the University's intent to negotiate contracts with *Mindtoon Lab, LLC*, a California limited liability company. Dr. Carrie Heeter, a Professor in the College of Communication Arts and Sciences, and members of her family, have, or have options to buy, an interest in the company.

Pursuant to State law, Trustee Byrum gave public notice of the University's intent to negotiate contracts with *PixelGear, Inc.*, a Delaware corporation. Dr. Christopher Contag, the Chair of the

Department of Biomedical Engineering, and members of his family, have, or have options to buy, an interest in the company.

Pursuant to State law, Trustee Byrum gave public notice of the University's intent to negotiate contracts with *Vertexer*, a Michigan corporation. Dr. Corey Washington, an employee in the Office of the Vice President for Research and Graduate Studies, and members of his family, have, or have options to buy, an interest in the company.

9. Audit Committee

Trustee Lyons presented the Trustee Audit Committee Report and recommendations.

The Audit Committee met and reviewed with MSU staff and the Board's external auditors, Plante Moran, the 2016-17 audited financial statements.

The University received a clean opinion from the auditors, which indicates that MSU followed accounting rules appropriately and that the financial reports are an accurate representation of MSU's financial position as of June 30, 2017.

No significant changes were made to Plante Moran's audit approach, which was reviewed by the Audit Committee prior to audit work commencing. No significant adjustments were proposed during the audit, and no material weaknesses in internal controls or accounting policies and procedures were noted.

Based upon this review and report, action was recommended to make official the June 30, 2017 financial statements of the University.

It was recommended that the Board of Trustees approve and make official the financial statements of the University.

RESOLVED, that the Board of Trustees of Michigan State University hereby accepts the audited financial statements for the fiscal year ended June 30, 2017.

Trustee Lyons **moved to approve** the resolution, with support from Trustee Breslin.

THE BOARD VOTED to approve the resolution.

10. Trustee Comments

Trustee Breslin noted that the MSU debate team would compete in Spokane, Washington. Trustee Breslin also mentioned the importance of research programs and noted that the October 2017 issue of the *Chronicle of Higher Education* featured Vice President Hsu and Provost Youatt. Trustee Breslin complimented Deputy Athletic Director Greg Ianni for his work on behalf of MSU.

Trustee Mosallam spoke about the student liaison meeting and some of the productive discussions that took place, including discussion about student mental health and racial tensions on campus.

ASMSU President Lorenzo Santavicca spoke on the importance of voting.

Trustee Kelly said that while MSU is facing many issues, the University continues to provide a positive environment for students.

Trustee Byrum spoke about the ribbon cutting ceremony recognizing the Solar Arrays on campus. She thanked Dr. Udpal and Dr. Wolfgang Bauer for their leadership. Trustee Byrum also talked about how the solar arrays would reduce MSU's carbon footprint and the cost of power.

Trustee Perles commended the players and the leadership of MSU's football team.

Trustee Lyons spoke about the dedications of 1855 Place, Gilbert Pavilion, and the Izzo Hall of History. Trustee Lyons commended Vennie Gore and his team for their work on the facilities.

11. Public Participation on Issues Not Germane to the Agenda

A. Carbon Neutrality and Renewable Energy

Annie Lively, member of MSU Greenpeace, spoke about the need for MSU to act more aggressively against climate change.

Emily Hatch, member of MSU Greenpeace, urged the Board to adopt a carbon neutrality policy. She noted the importance of preserving the environment for reasons greater than recreation.

Mia Railing, member of MSU Greenpeace, spoke about different methods MSU could employ to reduce emissions and energy costs.

Shelby Krohn, member of MSU Greenpeace, stated that climate change and environmental degradation do not affect everyone equally. She urged MSU to do more to reduce fossil fuel consumption.

B. Marathon Petroleum in Michigan

Joseph Herbst spoke about the recent expansion of Marathon Petroleum Company's Detroit refinery. As part of the expansion, Marathon made a commitment to buying out homes in only one of the surrounding neighborhoods. Joseph stated that this buyout disproportionately benefits white residents and called on MSU to make a statement to Marathon Petroleum.

12. Request to Adjourn

On a motion by President Simon, supported by Trustee Mosallam, **THE BOARD VOTED to adjourn** at 10:55 a.m.

Respectfully submitted,

A handwritten signature in dark ink, appearing to read "W Beekman". The signature is fluid and cursive, with the first letter "W" being large and stylized.

William R. Beekman

Vice President and Secretary of the Board of Trustees

Enslaved: People of the Historic Slave Trade

Walter Hawthorne
Chairperson, History
walterh@msu.edu

Happy Year of Global Africa!

MSU History

#1 in African History, US News & World Report

Excellent in African-American History

Excellent in Digital History in partnership with
MSU's Matrix





Slave Biographies

Slave Biographies: The Atlantic Database Network is an open access data repository of information on the identities of enslaved people in the Atlantic World. It includes the names, ethnicities, skills, occupations, and illnesses of individual slaves. Phase one of a multi-phase project is presented here. Users of the website can access data about slaves in colonial Louisiana and Maranhão, Brazil. They can download datasets, search for ancestors, and run statistical analysis. [Read More...](#)

Quick Search

Data Set	<input type="text" value="Maranhao, Brazil"/>	Date (from)	<input type="text" value="1720"/>	Date (to)	<input type="text" value="1820"/>
Name	<input type="text"/>				
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www.slavebiographies.org

Parameters

Data Set

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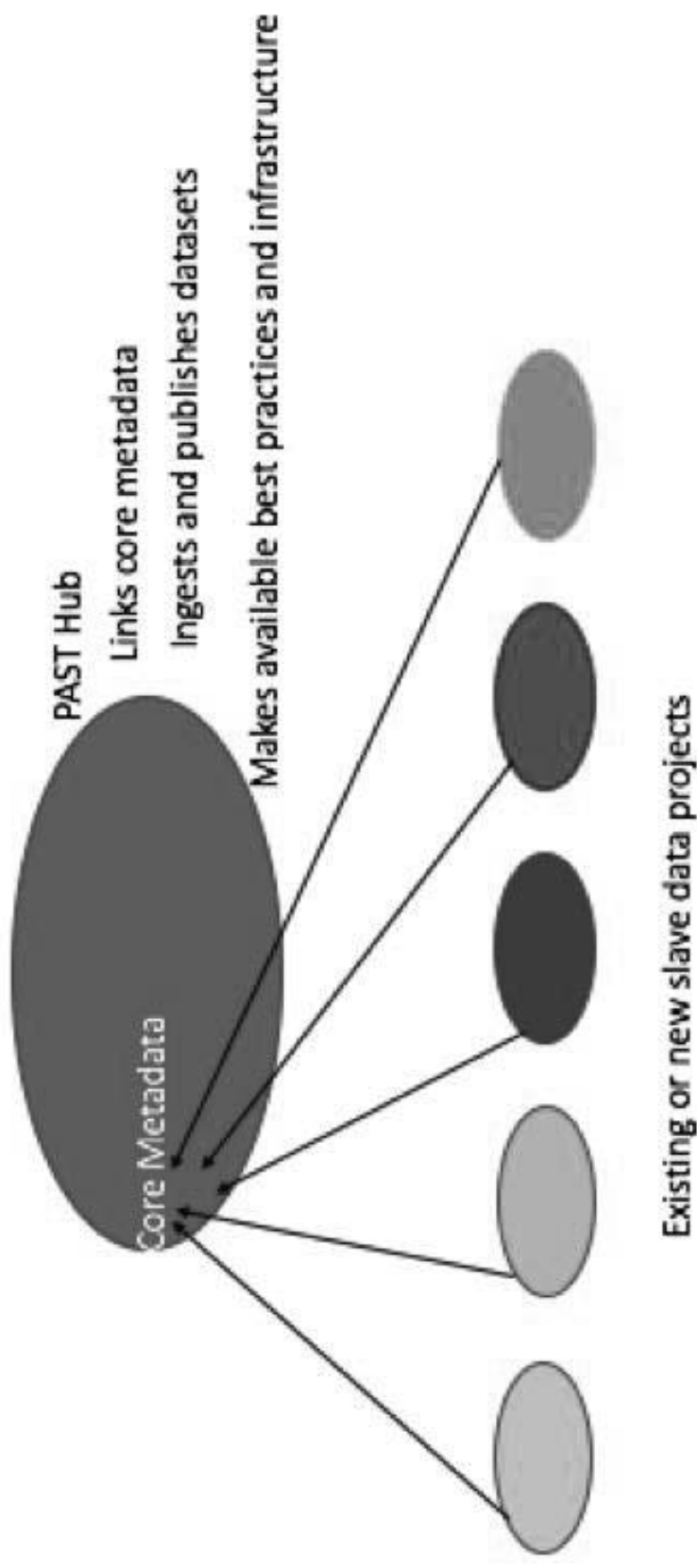
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Maranhao, Brazil Dataset

nation	male	percentage_male	female	percentage_female	unknown	percentage_unknown
Mandinga	450	64.84	243	35.01	1	0.14
Cafuz	50	44.64	62	55.36	0	0.00
Guine	32	66.67	16	33.33	0	0.00
Beafada	21	60.00	14	40.00	0	0.00
Croud	1030	48.27	1102	51.64	2	0.09
Papel	81	69.23	36	30.77	0	0.00
Negro	1	50.00	1	50.00	0	0.00
Balandia	131	66.84	65	33.16	0	0.00
Mulatto	119	55.08	97	44.91	0	0.00
Mina	294	68.85	132	30.91	1	0.23
Benguela	85	65.89	44	34.11	0	0.00
Angola	479	58.34	341	41.53	1	0.12
Cachoe	147	54.04	125	45.96	0	0.00
Fula	37	53.42	32	46.38	0	0.00
Biage	155	45.32	187	54.68	0	0.00
Congo	44	81.48	10	18.52	0	0.00
Banhun	38	56.72	29	43.28	0	0.00
Cassanga	18	83.71	3	14.29	0	0.00
Nago	9	60.00	6	40.00	0	0.00
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The new frontier: Linked open data





Enslaved: People of the Historic Slave Trade

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Search across 54,375,213 records from the Historical Slave Trade ...

eg: People, Places, Events, Sources, Projects, Captains, Ships, Voyages, etc.



Explore >

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Connections

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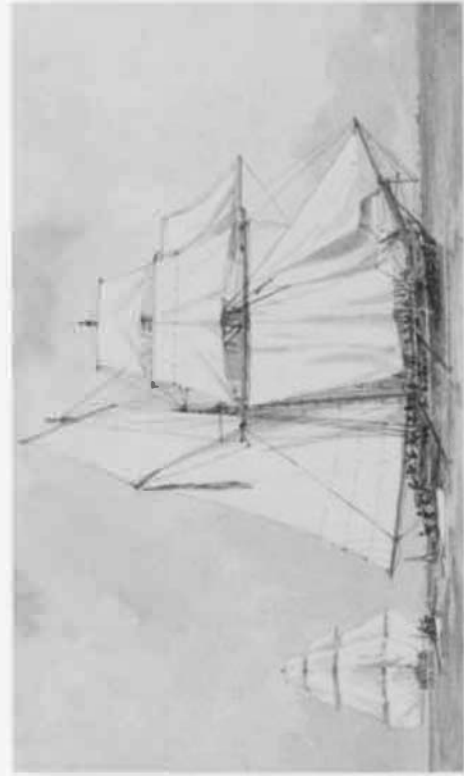
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- <http://leadr.msu.edu>

Funds, to better preserve their long-term value, to improve and further diversify the investment options for such Funds, and, thus, to enhance opportunities to stabilize and increase annual expenditure for such Funds.

2. In accordance with these precepts:

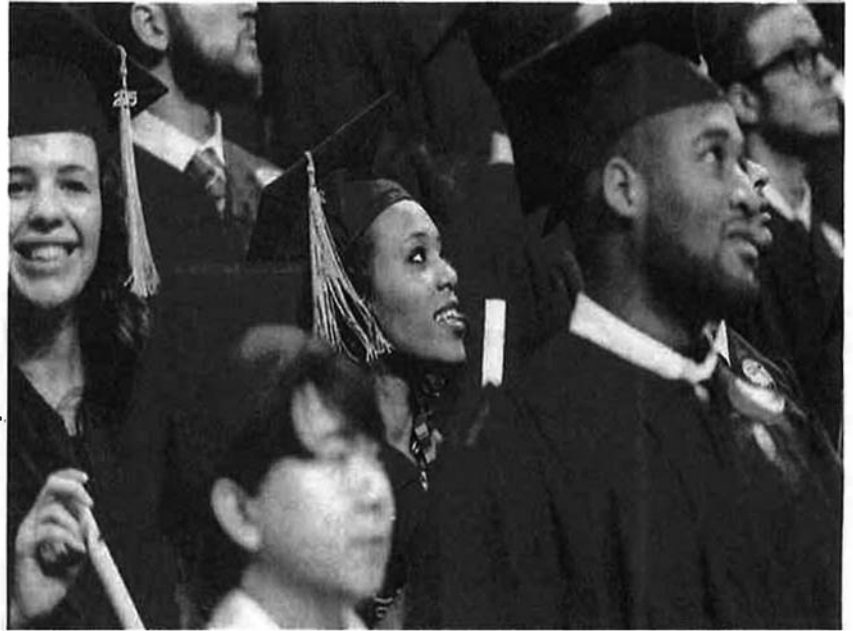
- a. (i) ~~The University will make available for programmatic spending 4.60~~ 4.40 percent of the average market value of the CIF as calculated for the period comprising 20 quarters of the five fiscal years ending one year prior to the beginning of the fiscal year in which the spending is expected to occur, expressed as a dollar per unit annual distribution amount based on the number of units in the CIF at the time of the calculation. Programmatic spending distributions will be made to CIF unit holders on a periodic basis during the fiscal year based on the number of units in the CIF held when each periodic programmatic spending distribution is made.¹ The VPFT will determine when the periodic programmatic spending distributions will occur.
- (ii) This programmatic spending rate shall be approved annually by the Board, upon the recommendation of the Finance Committee, in consultation with the Investment Advisory Subcommittee and President. The VPFT shall develop, in consultation with the CIO and Investment Consultant(s), and recommend to the President the programmatic spending rate. In connection with each of these recommendations, the University's financial staff shall present an analysis of the projected impact of inflation on the University's endowment and other Institutional Funds, including how inflation is expected to affect their purchasing power (i.e., the expenditures of amounts for the purposes for which those funds were established).
- b. Reasonable and appropriate internal and external investment costs for the CIF, including the costs of the investment consultant, the investment managers, and the investment custodians and the University's own investment management costs (staff and support), shall be deducted in determining the average market value of the CIF available for programmatic spending pursuant to Section XII (2)(a)(i) of this policy.
- c. The President, in consultation with the CIO and the VPFT, is authorized to establish annual assessments for endowment stewardship, including fund raising, against those of the University's endowment and other Institutional Funds established entirely or primarily with private donations. The amount of the assessments must be reasonable and appropriate, particularly when considered in the context of the University's priorities for the use of its endowment and other Institutional Funds. In any event, the amount assessed may not, without further Board action, exceed 1 percent of the average market value of the CIF units held by such Funds. The calculation of the amount assessed and its allocation to the Funds subject to assessment shall be conceptually consistent with the methodology by which programmatic spending distributions are calculated and

¹ The per unit annual distribution amount will be allocated evenly over the periodic programmatic spending distributions during the fiscal year. The amount of the periodic programmatic spending distributions will not be reduced if the number of units in the CIF increases between when the per unit annual distribution amount is calculated and when the periodic programmatic spending distributions occur.

2018-19 Appropriation Request

MSU PERSPECTIVE

Michigan State University is recognized around the world as a leading academic institution with world-class faculty, top graduate study programs, a powerful research portfolio, and an engaged, entrepreneurial spirit. MSU is ranked among the top 100 global universities by *Times Higher Education* and *U.S. News and World Report*, and among the top 40 in the United States by *Washington Monthly*. MSU is among 53 “international powerhouses” named by *Times Higher Education* as institutions with exceptional research output and the best chance of overtaking the world’s best universities. A member of the Association of American Universities, a group of 62 elite research institutions in the U.S. and Canada, MSU



nonetheless honors its heritage as the nation’s pioneer land grant university by maintaining especially close connections to the people of Michigan. Enrolling more Michigan students than any other university (even while maintaining leadership in international enrollment and study abroad), MSU’s value proposition is to ensure the opportunity for high-quality education for qualified students, enhancing Michigan’s future through knowledge discovery and talent development. MSU excels at its mission despite an active and prolonged disinvestment from the State of Michigan. MSU’s appropriation per student mirrors that of 1991 without adjusting for inflation and predates 1970 levels when accounting for inflation. Additionally, when compared to its Carnegie peer group, MSU receives approximately \$3,000 less in appropriations per student, equivalent to approximately \$130M in total appropriations. Finally, MSU ranks second in the Big Ten for proportion of resident undergraduate students, forgoing over \$100M annually in non-resident tuition when compared to the average.

A Top Value

Ranked among the top 30 best college values by *Money* magazine, MSU is a vital engine of prosperity for Michigan families across the generations. It is also a recognized innovator in promoting student success, committed to improving its already respectable 82 percent six-year graduation rate through curricular and instructional reforms and a growing network for student support in the residential setting.

MSU’s programmatic investments seek to improve technology and teaching, prioritize interdisciplinary study, the narrowing of graduation gaps amongst various student groups, and fostering a healthier campus.

A *Wall Street Journal/Times Higher Education* 2016 ranking, moreover, put MSU at the top of America’s public research universities in its measure of student engagement. That is a quality including academic rigor and student connectedness to the school, each other and the outside world. Engagement is a positive factor in student success and such ranking, the report noted, is more typical of smaller, denomination-affiliated colleges.

Approximately two-thirds of recent MSU graduates reported participating in an internship, co-op, field placement, student teaching, or clinical placement during their degree program. In addition, approximately 18,500 students work on campus.



A spirit of entrepreneurialism permeates the university at all levels, through numerous direct opportunities for students or the extensive efforts and impact the university's outreach efforts make across the state. Examples of student opportunities include experience and faculty laboratories, business plan competitions, the entrepreneurship minor available to all undergraduates, student business incubators, and numerous additional opportunities through education abroad resources.

The university's entrepreneurial ethos fits hand-in-glove with our progressive pedagogy and approach to developing "citizen scholars" and what we and our partners at IBM call "T-shaped" scholars: students who are prepared for real-world careers demanding technical and disciplinary expertise along with connective soft skills

According to *The Wall Street Journal*, MSU leads the nation's public research universities in student engagement

A Close Community Partner

It is no surprise that more than 90 percent of MSU's graduates were employed or continuing their education within nine months of graduation, and a similar percentage rated their educational experience as excellent and would choose MSU again if starting their experience over. Of 2015 graduates with employment, more than 62 percent remained in Michigan, with an additional 15 percent employed in other regional states.

Michigan State University has an annual economic impact of more than \$5 billion and seeks to instill an entrepreneurial and high-performance mindset in its students, faculty, and staff.

MSU Extension's presence touches all 83 Michigan counties,

availing all Michigan residents to the resources and expertise they need to advance the state and its economy. One example; the MSU Product Center's efforts have resulted in 543 new businesses since 2004 with increased first-year sales of \$379 million and more than 1,500 jobs created.

MSU is deeply engaged in the cities of Flint, Detroit, and Grand Rapids, working collaboratively to provide expertise and a network of resources in education, food, water, health, and sustainability. *Outside* magazine in July cited the university's medical school facilities among the knowledge economy assets qualifying Grand Rapids as its "Best River Town" for 2017.



MSU Resources and Performance Funding Model

Michigan ranks 45th of 49 reporting states for changes to higher education appropriations over ten years

MSU's reputation as a renowned public research university despite the most difficult financial circumstances ever experienced in higher education, with significant reductions in state support for its students and programs. In fact, Michigan ranks 45th of 49 states reporting for rate of change to higher education appropriations for the ten-year period ending fiscal 2017. Additionally, MSU operates with approximately \$3,000 less per student in state appropriations support than its Big Ten peers, an amount that represents approximately \$130 million in lost resources across the institution. When adjusted for inflation, MSU's appropriation per student has declined by more than 40 percent since 2000-01.

Further, since the inception of the performance funding model in 2011, MSU's appropriations have been more adversely impacted than any other state institution that complied with all tuition restraint provisions over the period, a loss of approximately \$2.5 million. However, at the same time, MSU enrolls more resident students and total undergraduates than any state institution, conducts approximately half of the total research and development activity in the state, and produces the second most critical skills degrees annually next to the University of Michigan. As a result, it is imperative that new incremental funding appropriated to higher education this coming year goes to restoring the funding of complying institutions to at least the 2011 levels. In addition, it is important that model be modified to better reflect the performance of all institutions. This would include addition of the IPEDS marker for community engagement, proportion of undergraduates graduating with debt, and the number of Pell students, or combinations of

Finally, additional consideration should be provided to those institutions that feature the combination of significant numbers of Pell students, high graduation rates, and a low proportion of students graduating with debt.

MSU continues to do more with less for public higher education, despite the disinvestment by state legislators. MSU expends approximately \$6,300 less per student than

its AAU peers, making MSU among the most efficient institutions in the group. Additionally, MSU is among the most efficient in the Big Ten as measured by the number of students per employee while simultaneously approximating the Big Ten average for student-to-faculty ratio.

MSU also ranks among peer leaders for grounds maintenance and custodial efficiency. The university has reduced greenhouse gas emissions by 25 percent since 2010 and uses 10 percent less heating units (BTU) per person than it did in 2006.

MSU has successfully navigated the most challenging economic reality in higher education history. As a result of MSU's efficient and high-performing focus, we have been able to maintain our leading-edge faculty and research enterprise while also improving innovation, entrepreneurship, and state economics. In order to assure ongoing and improving performance, MSU continually assesses itself against relevant industry metrics and benchmarks as well as understanding best practices from other industries to inform operations, processes, and systems.



Capital Outlay Request

The capital outlay request and capital priorities support programs that have strong national reputations, expanding research bases, and high enrollment demand that will sustain the university and its contributions to Michigan. Funding of these requests will provide economic development in the state, now and in the long term.

Our capital outlay request is the construction of a STEM teaching and learning facility that aligns with state and national priorities.

Over the past 10 years, student credit hours in STEM have increased approximately 37 percent. Construction of a new instructional facility focused on supporting education in science, technology, engineering, and mathematics (STEM) disciplines is necessary to continue this programmatic direction. Such a facility would address the continued state and national priority to educate increasing numbers of students in STEM disciplines. A new STEM teaching and learning facility would include modern wet bench teaching laboratories that incorporate active learning principles, foster cross-disciplinary teaching and learning, and support developing and evolving changes in curriculum and its delivery. The facility would bring together a number of teaching laboratories that are currently dispersed across campus to create a central hub for STEM teaching and learning.

New construction

New construction is needed to support high-priority instructional and research programs. The facilities are necessary to support current and future programmatic initiatives in the STEM disciplines including, biomedical, biological, and engineering sciences; computation and data sciences;

New construction is needed to support high priority instructional and research programs

water and energy; and economic development of Michigan.

Renovations and additions

Renovations and/or additions address extensive programmatic and maintenance improvements required by buildings previously funded by the state.

Renovations and/or additions are necessary to reconfigure and or expand space in order to support the work of the programs housed in those facilities; create core/shared research support facilities and modern learning spaces; and in some instances, adaptive re-use or modernization of aging buildings including alignment with current codes and provisions for accessibility.

Major renovations and/or additions include the plant sciences-bioeconomy, biological and biomedical sciences, music and learning facilities.

Major systems replacement

Current forecasts anticipate general fund capital renewal (deferred maintenance) and utility needs of approximately \$342.9 million over the next five years. In view of the extensive facility needs it faces, MSU has drawn upon an increasing amount of internal university resources to address the most critical facility maintenance and programmatic requirements. Self-funding these capital improvements is not sustainable without negative impacts on other programs.

The university seeks funding for more targeted and specific building systems maintenance and utilities. Examples of systems in need of repair or replacement include roofing, windows, electrical, mechanical, chiller, refrigeration, steam, fire, security, and barrier-free access.