An invitation to apply for the position of
President
Michigan State University
East Lansing, Michigan

THE SEARCH

The Board of Trustees and the Presidential Search Committee seek the next president of Michigan State University (MSU), the nation’s premier land-grant university.

In contrast to most research-intensive peer institutions, MSU proudly includes rather than excludes. The university accepts 83 percent of undergraduate applicants, aided by relationships with community colleges, and enthusiastically combines research excellence with student success and community engagement.

MSU pairs a vigorous opportunity agenda with formidable status as a Big Ten, AAU, and R-1 research university, with fiscal year 2022 sponsored research expenditures of $759 million. It reaches into all 83 Michigan counties, conducts life-changing research on the most pressing societal challenges, and is essential to the Michigan economy with a nearly $6 billion statewide impact. It ranks 31st among US public universities in the 2023 US News & World Report rankings, with 39 programs and concentrations ranked in the top 25 nationally, including six programs ranked #1.

MSU’s strategic plans - 2030 Strategic Plan; Diversity, Equity, and Inclusion (DEI) Plan; and Relationship
Violence and Sexual Misconduct (RVSM) Plan – are clear expressions of the university’s commitment to being a preeminent research university, an inclusive environment, and an engine of opportunity for students and employees.

Michigan State University has a student retention rate of 89 percent for first-year undergraduate students (as of fall 2021) and an 82 percent six-year graduation rate for first-time, full-time students (as of August 2022), representing an upward trajectory and record of accomplishment only rivaled by selective institutions. Pell-eligible students maintain a 73 percent graduation rate, a record that has improved but requires continued focus and effort. Additionally, 93 percent of students who earn bachelor’s degrees from MSU are employed or pursue additional education within six months of graduation, and more than 75 percent of undergraduate students complete an internship. Twenty-seven percent of students take part in education abroad opportunities, a vivid example of how MSU students apply the University’s land-grant values globally. The strategic plan sets a goal of reaching an 86 percent graduation rate by 2030, a figure well within the University’s reach.

Among the nation’s large universities, MSU holds a rare position. It combines research excellence on a competitive, international scale with historic and impressive access, as well as unrivaled student success. It has led the nation with its mission for decades, and it continues to lead today.

MSU operates at scale. It is one of the nation’s largest institutions of higher education, enrolling more than 50,000 students, including about 11,000 graduate and professional school students in 17 degree-granting colleges. There are over 1,600 faculty and academic staff in international teaching, research, and outreach with more than 375 international institutional partnership agreements in 85 countries. There are over 500,000 MSU alumni worldwide, with 286,000 of them residing in Michigan. They serve the University, strengthen their communities, donate to the endeavors of the institution, attend athletic events, and are enthusiastic Spartan supporters.

The University has an operating budget of $3.2 billion and a $3.58 billion endowment. Its 584 buildings comprise 24.5 million square feet of space.

Michigan State has nurtured a formidable Division I athletic program. As a member of the Big Ten, it hosts 23 varsity squads that have won many championships and accolades, including 25 straight NCAA appearances by the men’s basketball team (including 10 Final Fours), the 2022 women’s soccer Big Ten championship, the 2022 women’s cross country Big Ten championship, and multiple school records for the 2023 women’s gymnastics team. Among its finest accomplishments, MSU student-athletes enjoy a 92 percent graduation rate.

MSU made student success a prime purpose, long before the modern invention of “student success.” Starting in the early 1960s, the University built five well-designed neighborhoods with buildings that contain classrooms, activity space, and residence halls. Three apartment villages have followed, in total
creating rooms for 18,200 students. Almost all first-year and second-year students reside on campus, each in a neighborhood.

The University’s programming and finances reinforce belonging and access. Critically, MSU admits its class without regard to students’ ability to pay. In-state undergraduate tuition and fees are $15,436 annually, and on-campus room and board add another $11,000. To respond to need, 94 percent of first-year students received financial aid, with 22 percent of those being Pell-eligible, in 2021-2022.

MSU invents new programming regularly to support student belonging. There are more than 1,000 active student organizations and 60 Greek letter organizations. The University also offers separate Trio Student Support Services to support first-generation students, Migrant Student Services to support those from migrant/seasonal farm work backgrounds, and the Neighborhood Student Success Collaborative to empower all undergraduate students to pursue knowledge, access resources, and develop skills needed for success.

MSU’s firm commitment to students has led to a steady increase in enrollment. The fall 2021 entering class was, at the time, the University’s largest and one of its most diverse. The 2022 class saw a nearly 10 percent increase in applications, with the University admitting and enrolling an even larger class.

The University’s 17 degree-granting colleges have built an equally impressive foundation in scholarship, research, and creative activity. MSU has the nation’s top ranked program in nuclear physics and internationally recognized leadership in plant science and agricultural research. Data science, applied across many disciplines, transportation, water, women’s health, and health disparities research are also prominent. STEM and biomedical research are not the only fields of excellence: communications, arts and sciences also have several highly ranked programs, and in the humanities, MSU’s College of Music is highly regarded. At MSU, undergraduates can participate in research and scholarship from their first year.

Recent advances and recognition include a new space electronics testing center in partnership with Texas Instruments; renewal funding for the MSU-DOE Plant Research Laboratory – funded continuously by the Department of Energy’s Office of Science and its predecessors since 1964; a top ten program in video game design; exclusive coverage by NPR on the Citing Slavery Project, and a national innovation award to a human medicine professor who developed a successful treatment for a rare disease.

MSU competes successfully for federal funding to support the research enterprise - $381M in federal awards in FY 2022. Over the last ten years, the University’s research expenditures have risen from $515 million in FY 2013 to $759 million in FY 2022, including an increase of $49 million since 2021. The 2030 strategic plan aims for $1 billion per year in research expenditures by 2030, a growth trajectory consistent with MSU’s history. Recognized as a leading research institution, MSU is one of 71 members of the prestigious American Association of Universities (AAU). The research effort is supported by a
separate Research Foundation, which provides seed funding and aid in economic development and commercialization. MSU’s Land Grant mission focuses attention on how the innovations created on campus can be applied in practice, both in Michigan and beyond.

MSU ranks first nationally in Department of Energy expenditures. It ranks fourth in the Big Ten and 15th nationally for National Science Foundation (NSF) expenditures, and first in the Big Ten and second nationally in United States Agency for International Development (USAID) expenditures. Major contributors to MSU research include the joint MSU and U.S. Department of Energy funded Facility for Rare Isotope Beams (FRIB) as well as the MSU-DOE Plant Research Laboratory, MSU AgBioResearch, and several other USDA and DOE-funded interdisciplinary and multi-institutional research projects.

Faculty have received national and international recognition, including 10 faculty members with membership in the National Academy of Sciences, four members of the National Academy of Engineering, one member in the National Academy of Medicine, and eight members in the American Academy of Arts and Sciences. Many have received competitive awards, including Dreyfus, Fulbright, Guggenheim, MacArthur, Sloan, Grammy awards, and the World Water Prize.

The University has a rare foundation in healthcare, offering significant opportunities. MSU is one of only two universities in the nation to offer both M.D. and D.O. degree-granting programs, and is one of a handful of institutions offering degrees in allopathic medicine, osteopathic medicine, veterinary medicine, and nursing. Healthcare in Michigan has consolidated into a few, large systems and, in the last few years, MSU has built elaborate relationships with three of the biggest and most successful systems. For each, MSU has become its academic anchor partner, co-investing in research and education. Practicing physicians are often MSU faculty, and MSU research reinforces clinical reputation and care. McLaren Health Care’s new $450 million hospital facility near the MSU campus opened in early 2022. To meet the partnership, MSU is building a new 280,000-square-foot facility for medical teaching, community access, and service. In Grand Rapids, MSU has a fully established partnership with Corewell (formerly Spectrum Health and Beaumont Health) and, in 2017, they opened the 162,800 square-foot Grand Rapids Research Center, the first phase of an Innovation Park. It houses basic and translational research teams and now garners significant research expenditures. The center is one of four MSU buildings along Grand Rapids’ Medical Mile, one of which houses the College of Human Medicine’s campus in the city.

In 2021, MSU entered a 30-year contract with Henry Ford Health in Detroit, which will put basic biomedical and clinical research together under a new entity, Henry Ford Health + MSU Health Sciences. This partnership will integrate 108 Henry Ford Health faculty into MSU, credit Ford research to MSU’s research expenditures, create new opportunities for clinical trials, and train healthcare students. Taken together with McLaren and Corewell, these new, dynamic, and foundational partnerships understand that the emerging strength of MSU Health Sciences will improve their clinical care and bolster all reputations.
MSU was founded in 1855 to stimulate a rural, agricultural economy that was rapidly industrializing. In the 1940s, the University took its distinctive expertise and employed it globally. Today, it is second in the nation as a USAID grantee, with programs in food, climate, agriculture, education, and infectious disease. International engagement is core to MSU’s identity and influences the entire university.

The last few years have been a demanding time for Michigan State. Revelations around sexual abuse in 2016 roiled the University. The entire University, from the Board to administrative leadership to faculty and staff, has focused on building out a robust response. The University has invested heavily in its Office for Civil Rights and Title IX Education and Compliance and created some of the most comprehensive policies and training around sexual misconduct in the country. The office is staffed to help prevent relationship violence and sexual misconduct; to provide supportive services to students, staff, and faculty experiencing these issues, and to respond to trauma in incident reports. The MSU 2030 Strategic Plan, endorsed by the Board in September 2021, contains an explicit, supplemental strategic plan for Relationship Violence and Sexual Misconduct, which is being carefully executed as a University priority.

In FY 2023, the Trustees approved a $3.2 billion budget. Revenues for FY 2022 were $2.6 billion, and expenses were $2.8 billion, reflecting the impact of the pandemic on enrollment and especially on auxiliary services. Recovery from the pandemic drove the growth of the FY 2022 budget.

For FY 2022, the University had total assets of $8.469 billion with liabilities of $2.873 billion, for net assets of $5.566 billion. The endowment grew from $2.800 billion in FY 2020 to $3.580 in FY 2022. S&P Global rates MSU as AA Stable in its long-term rating. In FY 2022, the University issued a $500 million century bond with exceptionally favorable rates. That capital awaits key leadership and Board decisions to support MSU’s strategic objectives.

The strength and commitment of MSU alumni powers philanthropy. Michigan State’s most ambitious fundraising campaign in its history, Empower Extraordinary, concluded on December 31, 2019, with $1.83 billion raised over seven years. Record giving by donors pushed the University past its original goal of $1.5 billion. With a total of 255,284 donors overall, the campaign finished with the best December on record, at $59.4 million for the month and more than $1.24 billion received in cash and new pledges.

In 2022, MSU raised a record $284 million in cash and gift commitments, outpacing its previous fundraising record of $273 million in 2019. In all, there were 48 gifts of $1 million or more, totaling $157 million, making last fiscal year’s total the largest in million-dollar commitments that MSU has ever received.

Michigan State University is a mission-driven university excellently positioned for the future and awaits the appointment of a new president.
**Governance**

MSU is governed by a Board of Trustees. The Trustees are publicly elected in statewide elections and oversee the institution and its funds. Consisting of eight members, the Board commits to upholding the University’s mission, and each volunteer Board member serves an eight-year term. More information on the Board of Trustees may be found [here](#).

MSU’s strategic plan, *Empowering Excellence, Advancing Equity and Expanding Impact*, was finalized and endorsed by the Board in September 2021. In addition to the strategic plan, the Office of the President charged the development of two additional, interconnected initiatives which serve to help chart a course for MSU’s future: The [Diversity, Equity, and Inclusion (DEI) Steering Committee Report and Plan](#), and the [Relationship Violence and Sexual Misconduct Plan](#).

**The Role of the President**

Every day, Spartans work to solve the most pressing global challenges while sharing life-changing opportunities within a vibrant academic community. The next MSU President will lead with intellectual purpose and clarity, political acumen, transparency, and in close consultation with, and careful consideration for, the needs of the MSU community.

Building upon MSU’s historic foundation, the President will address the following challenges and strive to use them as opportunities to propel the University to even greater eminence:

**Key Opportunities and Challenges for the President**

- **Lead MSU as it adapts its foundational, land-grant mission to a vision for our century.**
  MSU has a formidable mission and has carried it out faithfully for 167 years. In a demanding time, it seeks a president who can articulate MSU’s purpose as a great research university that is simultaneously an opportunity university, committed to include, not exclude. The first task of the president is to inspire every constituency of the University: faculty, staff, students, alumni, donors, and public and private partners. The president must propel MSU to claim its legacy and to enhance its reputation locally as “Michigan’s state university,” nationally as the “premier land grant university,” and worldwide as a land grant university for the globe.

- **Execute the Michigan State 2030 Strategic Plan.**
  In September 2021, the Board approved a new strategic plan. It has clear goals for scholarship, research, and student success. It will need new revenues, clear investment choices, and creative, tactical decisions that will lead to successful execution. The president will lead the execution of this strategic plan.
• **Work effectively and transparently with Board and MSU Leadership, and align the Board, the President, the leadership team, and MSU constituencies for maximum impact.**

The MSU community seeks a president it can enthusiastically support, someone who will lead and manage the University while also communicating and collaborating with them on a shared vision for MSU.

The president steers the University’s culture, provides essential leadership, helps to align the Board, the leadership team, and the constituencies of the University, and creates an expectation of transparent and collaborative relationships critical to the execution of the University’s plans. The president is expected to foster effective connections between MSU’s many stakeholders to capitalize on opportunities to advance the University’s tripartite mission.

• **Advance cutting-edge research and increase research expenditures to secure MSU’s scholarly and research position among the great universities of the nation.**

MSU has steadily improved its academic position across disciplines. It has made effective, long-term academic investments, built sponsored research, and has a large, experienced research administrative staff.

To compete at the top with other AAUs for the most ambitious program-level grants, provide answers to the compelling questions of our time, encourage wisdom from all parts of the faculty, and attract top talent from across the globe, MSU will need a strong, proactive research administration, with a firm grip on the research funding landscape and an equally firm grip on MSU’s disparate capabilities and resources for seed funding and grant applications at scale. The president will lead the development of a scholarly and research strategy and continue the construction of a research infrastructure that will secure the University’s status as an enduring AAU university.

• **Maintain strong domestic enrollment trends in Michigan, supplemented by increased appeal to national and international students.**

MSU serves aspiring scholars from rural, urban, suburban, and global backgrounds, of every race and ethnicity. With more than 50,000 applicants and continuously improving numbers, MSU is a steady magnet for students. The University provides a powerful message of accessible opportunity that appeals to students and their families, which it must sustain.

MSU is tuition dependent. The state of Michigan provides roughly 10 percent of the annual budget.

To make MSU even more affordable and attractive going forward, MSU will need to graduate students with limited debt. Success will make MSU an even more welcome household name and a national model. The work will pose a big challenge for enrollment management and the University’s business model development.
• **Build on MSU’s excellent and long-standing history of student success to achieve its lofty strategic goals.** MSU attends and cares for its students and their experience. The commitment runs deep in its history, and good programming has always followed the mission. As part of its strategic plan, the University will attempt to achieve an increase in the overall six-year graduation rate from 82 percent to 86 percent by 2030. Highly selective public universities achieve graduation rates in the low 90s, but MSU stands virtually alone among large public universities for including rather than excluding and achieving a graduation rate above 80 percent.

Real success will mean a laser focus on graduation rates for underserved students, including African American/Black students, who now graduate at 65 percent; American Indian/Alaska Native students, who graduate at 61 percent; Latinx students, who graduate at 67 percent; students identifying as two or more races, who graduate at 77 percent; and first-generation students. The University has built up its inclusive programming and has a plan to improve student preparedness and persistence by strengthening advising and belonging. This has already led to improvements, but graduation rate gaps remain considerable. Success will mean a rare, national distinction and will provide social leadership that the nation should emulate.

• **Further the University’s commitment to Diversity, Equity, and Inclusion. The strategic plan calls for increases in representation and retention among faculty and staff; to continue the growth of student diversity; and to cultivate a safe and inclusive campus.** MSU has long-standing, successful DEI commitments and has reinforced them in its strategic plan. Every level of the University - the Board, the faculty, staff, and students - understands that every member of the local and global community must belong and readily feel they belong. It seeks a president committed to being a visionary leader who is empathetic and equity-minded.

• **Continue the work on OCR/Title IX initiatives and accountability. Align the entire university with an excellent process that is widely supported.** In the last six years, after revelations of an appalling sexual abuse crisis, MSU sought expert advice, designed, and staffed the Office for Civil Rights and Title IX Education and Compliance, and built out comprehensive policies and a system for both support and enforcement.

A new president will inherit a great deal of excellent work, but MSU cannot take success for granted. This issue is fundamental to its pledge to the community. The next president must lead MSU in its commitment to prevent and deter relationship violence and sexual misconduct, to support survivors, and adjudicate carefully, accurately, and in a timely manner.

• **Rethink the underlying business and budget model to face the unusual and demanding market conditions of this time.** MSU has a centralized, incremental, and classical budget model. It has the virtues of consistency, allows students to move readily across the University, and provides for some degree of central investment. It is
not constructed to adapt to shifts in student demand or, for the most part, to incentivize new revenue production within its 17 degree-granting colleges.

In a knowledge-intensive economy, universities create economies, and the economies re-create the University. MSU has great potential for new revenues, using specialized education that prepares both full- and part-time students for career success.

Opportunities exist for the University to partner with industry for shared investments in laboratories and offices that will encourage economic development throughout Michigan and the nation, and that will add significant support to research efforts at the University. For example, in health care, the University has moved ahead with its partners and laid the foundation for transformational health care research and better services for patients and their families.

These are complex tasks. Adjusting budget formulas and creating partnerships will require meticulous attention to avoid unintended consequences for vulnerable parts of the University that cannot earn new revenue. The president will lead the effort to make MSU even more prosperous, positioning the University to grow its funding and resources for student success and research prowess.

- **Build out the infrastructure, both physical space and systems, for a modern, cost-effective, and efficient university.**

  To implement its plans, MSU will need a highly efficient administration, geared toward the full range of systems, budgets, spaces, and compliance. Universities face demands from their state, federal grantors, students, faculty, staff, donors, and the public.

  They require unprecedented agility and professional competence across all university managerial activities. MSU has managed well, and it seeks a president who will help to build an efficient administration, equipped for all the tasks of contemporary higher education.

- **Develop MSU’s impressive alliances with McLaren Health Care, Henry Ford Health, and Corewell to expand MSU Health Care’s clinical and research impact.**

  The MSU health care colleges have adapted readily to the consolidation in health systems in Michigan and have allied with exceptional partners, driving care, research, and educational success. MSU has an unusual and appealing array of health care schools but limited sponsored research expenditures and no clinical revenue streams, which has historically limited investments. The spate of new partnerships has altered the balance. Sponsored research has grown from $40 million to $80 million. NIH funding has doubled since 2017, and MSU added critical facilities that match its partners with research and education. This is an attractive, well-developed pathway for MSU to serve the state and to grow the overall stature of the University. Leadership from the next president will enable even more profound success.
• **Partner with the leadership of the state of Michigan to ensure the land-grant mission of the university is actualized and in alignment with the state’s needs.**

MSU is “Michigan’s state university.” It creates pathways for its most aspirational students. It educates the state’s workforce and develops the research that will power the economy. The president and the University’s leadership need a strong partnership with the state to define arenas for mutual investment that will shape the growth of Michigan’s society and Michigan’s economy. MSU is an essential engine for Michigan’s future.

• **Help to lead and support MSU’s robust philanthropy program and develop the fundraising that MSU needs for its future.**

MSU has 500,000 loyal alumni who are grateful to their University and who have proven that they are prepared to contribute. They eagerly await the appointment of a new president, who will make them proud of their alma mater. MSU has great ambitions. It will need philanthropy to match.

**The Successful Candidate**

MSU seeks an experienced leader with the intellectual vision, broad worldview, and personal integrity to inspire the University community to new levels of excellence across its locations, colleges, and disciplines. Candidates should have a history of organizational leadership, the ability to build and cultivate financial support for the University and its programs, and accomplishment in creating and supporting a climate of community, understanding, engagement, openness, and mutual respect.

The Search Committee understands that no single candidate will have all the ideal qualifications, but it seeks candidates with the following experience, abilities, and characteristics:

• Successful experience as a strategic leader of a highly complex organization: the skill to respond to a governing board as well as the ability to develop and lead strong management teams, delegate responsibility and authority, and execute large and ambitious plans with an entrepreneurial spirit and fiscal responsibility.
• A doctorate or terminal degree.
• A strong respect for and experience with distinguished scholarship, research, and academic excellence.
• An unwavering moral compass and commitment to doing what is right.
• Exceptional communication and interpersonal skills, with the ability and enterprise to energize, inspire, and reassure students, faculty, staff, parents, alumni, and other external constituencies.
• A highly developed understanding of academic values and culture, including shared governance.
• An ability to successfully engage with and advance the university’s teaching, research, outreach, and service mission as the nation’s premier land-grant university.
• A clear commitment to undergraduate and graduate education, with an unmatched enthusiasm for students and an understanding of their needs.
• A genuine belief that diversity is essential to improving education and a demonstrated record of success in advancing and sustaining diversity, inclusion, and social justice efforts.
• A honed talent for navigating crises, with the capacity to deal with and lead through the unknown.
• Experience with and enthusiasm for the complexities of a vibrant and expanding health services enterprise; an understanding of the challenges and opportunities that come with overseeing clinical operations that provide care to both humans and animals.
• The capacity to compellingly represent MSU to donors and to lead a constantly improved advancement effort; the ability to energize alumni to support the University at a level consistent with that of other top-tier institutions.
• A well-developed political and diplomatic skill set to represent the institution’s missions and goals to all internal and external constituencies.
• An ability to appreciate and leverage the contributions of all employees to the success of the University.
• An ability to bring campus constituencies to actionable consensus.
• Self-confidence without self-importance; a deep sense of humility; and a commitment to the type of service leadership that is the bedrock of the Spartan identity.

TO APPLY
Michigan State University has retained the national executive search firm Isaacson, Miller to assist in this search. All applications, nominations, and inquiries should be sent in confidence to:

John Isaacson, Chair
Joanna Cook, Managing Associate
Debbie Scheibler, Senior Associate
Mindy Cimini, Senior Search Coordinator
Isaacson, Miller
Boston, Massachusetts

Michigan State University is committed to cultivating a safe and inclusive campus community characterized by caring and respect for others. Michigan State University is an affirmative action/equal opportunity employer.

We collectively acknowledge that Michigan State University occupies the ancestral, traditional, and contemporary Lands of the Anishinaabeg – Three Fires Confederacy of Ojibwe, Odawa, and Potawatomi peoples. In particular, the University resides on Land ceded in the 1819 Treaty of Saginaw. We recognize, support, and advocate for the sovereignty of Michigan’s twelve federally recognized Indian nations, for historic Indigenous communities in Michigan, for Indigenous individuals and communities who live here now, and for those who were forcibly removed from their Homelands. By offering this Land Acknowledgement, we affirm Indigenous sovereignty and will work to hold Michigan State University more accountable to the needs of American Indian and Indigenous peoples.
APPENDIX: THE ESSENTIAL CONTEXT

Strategic Direction: Empowering Excellence, Advancing Equity, and Expanding Impact
In January 2020, Michigan State University began a comprehensive strategic planning process. The final plan, *Empowering Excellence, Advancing Equity and Expanding Impact*, MSU’s 2030 strategic plan, prioritizes the long-term sustainability of the institution and articulates a vision that remains true to MSU’s land-grant mission, enables Spartans to advance the common good with an uncommon will, and preserves the academic opportunities its land-grant heritage has afforded the MSU community, the state of Michigan, and the world.

Strategic Themes:

- Student Success
- Staff and Faculty Success
- Discovery, Creativity, and Innovation for Excellence and Global Impact
- Sustainable Health
- Stewardship and Sustainability
- Diversity, Equity, and Inclusion

More information on the strategic plan may be found [here](#).

Undertaken concurrently and with interconnected planning group membership, all three strategic initiatives are rooted in listening and are informed by extensive input and engagement with the broader Spartan community. They begin with the premise that a safe, inclusive, and respectful campus is MSU’s top priority, and diversity, equity, and inclusion are foundational to all the University does. They affirm that a values-based, shared vision for the strategic direction of Michigan State University is paramount to its success. They represent the collective Spartans Will and commitment to building a better tomorrow together for each other and those they serve. More information on these additional plans may be found [here](#).

The Michigan State University Research Foundation
The Michigan State University Research Foundation is a non-profit research foundation associated with MSU. The MSU Research Foundation manages an endowment built from decades of licensing revenue. In addition to providing over $10 million in research funding to MSU annually, the MSU Research Foundation is focused on technology commercialization, economic development, and placemaking. Through subsidiary organizations: Spartan Innovations (SI), Red Cedar Ventures (RCV), Michigan Rise Pre-Seed Fund III (MR), and Research Parks, the MSU Research Foundation is a key partner in the Michigan State University innovation ecosystem along with [MSU Business Connect](#) and [MSU Technologies](#).
Facility for Rare Isotope Beams (FRIB)/Key programs

The Facility for Rare Isotope Beams (FRIB), designed, built, owned, and operated by MSU for the U.S. Department of Energy Office of Science (DOE-SC) was completed on budget and ahead of schedule in 2022 and opened its science program as a DOE-SC user facility in May 2022. The FRIB at MSU is where nuclear science researchers from around the globe perform experiments that deepen our understanding of the universe and lead to real-world applications in medicine, industry, and homeland security. FRIB is the world’s leading rare isotope facility enabled by a public investment of more than $1.5B. FRIB allows MSU graduate students to engage in groundbreaking research in tandem with their coursework.

IceCube is the world’s largest neutrino detector, using a billion tons of the Antarctic ice cap beneath the U.S. Amundsen-Scott South Pole Station to observe neutrinos. It is operated by a collaboration of 300 physicists from 48 universities and national laboratories in 12 countries. MSU is a major participant in this NSF research facility and will help lead an NSF-funded $300M expansion.

Following a $14 million grant from the Department of Defense, MSU will refurbish the world’s first K-500 superconducting cyclotron to test next-generation microchips, irradiating them in conditions similar to space to see how they perform.

The projected positive impact on the Michigan economy because of these innovations is $4.4 billion.

Michigan State AgBioResearch

Founded in 1888, as the Michigan Agricultural Experiment Station, Michigan State University AgBioResearch, as it is known today, continues as part of the nationwide network of agricultural experiment stations created after the passage of the Hatch Act to benefit farmers and deliver agricultural advancements. MSU AgBioResearch conducts leading-edge research that combines scientific expertise with practical applications to advance agriculture, sustain natural resources, generate economic prosperity, and enhance the quality of life in Michigan and worldwide. Researchers come from seven different colleges across the MSU campus, although most are within the College of Agriculture and Natural Resources. They seek to discover economically feasible, scientifically based solutions to global challenges such as climate change, water issues, invasive species, and increased food production and food safety to meet a rising global population. MSU recently received a new $1.95 million USDA Grant to develop and disseminate educational training to support underserved agriculture professionals in Maine, Michigan, Pennsylvania, New York, and Vermont.

MSU Extension

Michigan State University (MSU) Extension helps people improve their lives by bringing the vast knowledge resources of MSU directly to individuals, communities, and businesses. For more than 100 years, MSU Extension has helped grow Michigan’s economy. Serving every Michigan county, Extension faculty and staff members provide tools to live and work better. Whether it is growing Michigan’s agriculture economy by helping farmers, processors, and consumers thrive, capturing opportunities that
use natural resources in a sustainable way, controlling 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.

### Scholarship and Degree Offerings

MSU is accredited by the Higher Learning Commission. Some individual programs, schools, and colleges are recognized by the accrediting agencies in their respective fields. Information about the accreditation of individual programs, schools, and colleges is included in program descriptions in the Academic Programs Catalog. The University is a member of the Association of Public and Land-grant Universities, Association of American Universities, American Council on Education, American Council of Learned Societies, Association of Graduate Schools, Council of Graduate Schools, Big Ten Academic Alliance (formerly Committee on Institutional Cooperation), and International Association of Universities. More information on MSU’s accreditation may be found [here](#).

In addition to the world-class education matriculated MSU students receive, MSU has [Consortium and Articulation agreements](#) with 21 colleges, universities, and community colleges across the state and nation. Further, the [Office of University Outreach and Engagement](#) (UOE) facilitates University-wide efforts to create an ecosystem of engagement by supporting the engaged activities of faculty, staff, and students; fostering public access to University expertise and resources; and advocating for exemplary engaged scholarship, nationally and internationally. In all its work, UOE emphasizes University-community partnerships that are collaborative, participatory, empowering, systemic, transformative, and anchored in scholarship. Michigan State University also has [Reverse Transfer Agreements](#) with 11 community colleges in Michigan.

In addition to its relationships with other higher education institutions, MSU has a growing High School Dual Enrollment program, with 54 students enrolled from eight participating Michigan school districts in the 2021-22 term.

### Location

MSU’s 5,200-acre campus is in East Lansing, an affordable and ideal place to live and work and just four miles from the state capital. It has the diversity and culture of a university town, combined with affordable housing, strong public schools, a nearby airport, and accessible amenities. The campus is approximately 90 minutes from Detroit, and equidistant between Chicago and Cleveland. Michigan residents enjoy four distinct seasons, the country’s longest freshwater coastline, and more than 11,000 inland lakes.

The University owns 5,600 acres of land in East Lansing, which has economic development opportunities, and owns 21,000 acres around the state, which it employs for its extension and healthcare activities.

### Student Profile and Campus Experience

MSU enrolls over 50,000 students, including 11,000 graduate and professional school students.
The 2021 class was one of MSU’s most diverse, with more than 600 Latinx students – the largest entering cohort – and a 16 percent increase over the previous year in entering Asian students. Entering out-of-state African American enrollment also increased in 2021, with a 103 percent spike over 2020.

The MSU global commitment attracts students. Between eight and nine percent of the student body are international, and 27 percent of MSU students’ study abroad. The University is a particularly strong Peace Corps recruiter, ranking number six by the Peace Corps on its list of the top 25 volunteer-producing colleges and universities during the past 20 years. MSU has taken its land grant mission to the world.

The University boasts an outstanding record of students earning prestigious national and international scholarships. MSU also offers more than 275 education abroad programs in more than 60 countries on all continents. MSU’s students come from 82 counties in Michigan, each of the 50 states, and more than 125 other countries. Students of color comprise 24.3 percent of the student body, and international students comprise 8.7 percent.

Budget
Tuition made up the single largest contribution to revenue at $846 million, reflecting the University’s scale. Auxiliary services supplied $454 million, driven by MSU’s large residential population. The state of Michigan contributed $372 million, and the remainder came from grants and contracts and other operating revenues.
## Fiscal Year 2022-23 Operating Budget

*Dollars in thousands

### SOURCES

<table>
<thead>
<tr>
<th>Fund Type</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>General Fund</td>
<td>$1,587,500</td>
</tr>
<tr>
<td>Designated Fund</td>
<td>510,278</td>
</tr>
<tr>
<td>Auxiliary Activities</td>
<td>457,306</td>
</tr>
<tr>
<td>Expendable Restricted</td>
<td>680,245</td>
</tr>
</tbody>
</table>

**TOTAL SOURCES** $3,235,329

### EXPENDITURES

<table>
<thead>
<tr>
<th>Fund Type</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>General Fund</td>
<td>1,587,500</td>
</tr>
<tr>
<td>Designated Fund</td>
<td>491,257</td>
</tr>
<tr>
<td>Auxiliary Activities</td>
<td>447,056</td>
</tr>
<tr>
<td>Expendable Restricted</td>
<td>675,286</td>
</tr>
</tbody>
</table>

**TOTAL USES** $3,201,099
## Fiscal Year 2022-23 Revenue Summary

<table>
<thead>
<tr>
<th>Sources</th>
<th>2022-23 Budget</th>
<th>2021-22 Budget</th>
<th>$ Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>*Dollars in thousands</td>
<td></td>
<td></td>
<td>Restated</td>
</tr>
<tr>
<td><strong>STATE APPROPRIATIONS</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Operating (Recurring)</td>
<td>$363,233</td>
<td>$354,338</td>
<td>$8,895</td>
</tr>
<tr>
<td>One-Time / Special Appropriations</td>
<td>8,927</td>
<td>14,795</td>
<td>(5,863)</td>
</tr>
<tr>
<td><strong>STUDENT TUITION &amp; FEES</strong></td>
<td>1,165,322</td>
<td>1,070,600</td>
<td>94,722</td>
</tr>
<tr>
<td><strong>CONTRACTS &amp; GRANTS</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Grants &amp; Contracts</td>
<td>518,117</td>
<td>505,831</td>
<td>12,286</td>
</tr>
<tr>
<td>Pell Grants</td>
<td>44,000</td>
<td>42,055</td>
<td>1,945</td>
</tr>
<tr>
<td>Capital Grants (primarily FRIB)</td>
<td>0</td>
<td>15,998</td>
<td>(15,998)</td>
</tr>
<tr>
<td><strong>ADDITIONAL REVENUE SOURCES</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Auxiliary Activities</td>
<td>457,306</td>
<td>432,804</td>
<td>24,502</td>
</tr>
<tr>
<td>Departmental Activities</td>
<td>364,520</td>
<td>348,692</td>
<td>15,828</td>
</tr>
<tr>
<td>Endowment and Investment Income</td>
<td>231,779</td>
<td>165,358</td>
<td>66,421</td>
</tr>
<tr>
<td>Private Gifts</td>
<td>82,125</td>
<td>71,920</td>
<td>10,205</td>
</tr>
<tr>
<td>Other Revenues</td>
<td>0</td>
<td>21,300</td>
<td>(21,300)</td>
</tr>
<tr>
<td><strong>TOTAL SOURCES</strong></td>
<td>$3,235,329</td>
<td>$3,043,691</td>
<td>$191,638</td>
</tr>
</tbody>
</table>

For more information about Michigan State University, please visit [www.msu.edu](http://www.msu.edu).