Spring LEAD 2017

A Conversation with the President

January 24, 2017
Agenda

- Introduction, Welcome, and Context Setting – President Simon
- Governmental Affairs Update
  - State – David Bertram
  - Federal – Mark Burnham
- Budget Overview – David Byelich
- Campus Mobility – Wolfgang Bauer & Betty Shanahan
- Effective Collective Action - Academic Advancement Network (AAN) – Elizabeth Simmons
- How can we work together to better support MSU’s mission?
  - Table Exercise
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<td>42</td>
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Conversation with the President
January 24, 2017

State Affairs Update
David Bertram
Assistant Vice President for State Affairs
Current Issues

Election Results

- GOP maintains control of Michigan House of Representative at 63-47

Political Landscape for 2018 (Governor)

- Gretchen Whitmer officially running for Governor
- Cong. Dan Kildee looks a lot like he is running
- Attorney General Bill Schuette is expected to run
- Lt. Gov. Brian Calley is positioning himself to run
State Revenue Estimating Consensus (Jan. 12)

- GF is projected up $151 million, SAF is up $55 million
- Revenues are up 3.7% but not up as much as predicted last May (down $62 million from May estimate)
- There is about $330 million extra one time surplus for FY 18
- $608 million is estimated to be carried forward from FY 17 (current year)
- Sales Taxes are up 3.1% from 2.1%
- Income Tax Rev. is up 4.3% from 3.3%
- Inflation rate 2017 = 2.2% and 2018 = 1.9%
2017-18 Session

48 Freshmen in the House

- How do you define freshmen? 45 + 3 + 1 Senator

- New House Leadership
  - Speaker Tom Leonard
  - Rep. Sam Singh, House Minority Leader
  - Rep. Dan Lauwers, House Majority Floor Leader
  - Rep. Laura Cox, House Appropriations Chair

- Key Committee Assignments
2017-18 Session (cont.’d)

Higher Education Funding

- Restoration of funding to 2011 levels ($7.8M – MSU)
- Formula changes being suggested by MSU:
  - Number of Pell Students
  - Percentage of students leaving school with debt
  - IPEDS community engagement indicators
  - Higher Pell, High Grad Rate, Low Student Debt – Should be rewarded!
<table>
<thead>
<tr>
<th>Institution</th>
<th>Add # Pell</th>
<th>Add % with Debt</th>
<th>Add Community Engagement</th>
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<td>Michigan State University</td>
<td>+1</td>
<td>+1</td>
<td>+1</td>
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<tr>
<td>University of Michigan-Ann Arbor</td>
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<tr>
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<td></td>
</tr>
<tr>
<td>Michigan Technological University</td>
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<td></td>
<td></td>
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<tr>
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<tr>
<td>Central Michigan University</td>
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<tr>
<td>Oakland University</td>
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<td>+1</td>
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<tr>
<td>Eastern Michigan University</td>
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<tr>
<td>Ferris State University</td>
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<tr>
<td>Grand Valley State University</td>
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<td></td>
<td></td>
</tr>
<tr>
<td>University of Michigan-Dearborn</td>
<td>+1</td>
<td>+1</td>
<td>+1</td>
</tr>
<tr>
<td>University of Michigan-Flint</td>
<td>+1</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Saginaw Valley State University</td>
<td>+1</td>
<td>+1</td>
<td>+1</td>
</tr>
<tr>
<td>Northern Michigan University</td>
<td>+1</td>
<td>+1</td>
<td>+1</td>
</tr>
<tr>
<td>Lake Superior State University</td>
<td></td>
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</tr>
</tbody>
</table>
2017-18 Session (cont’d)

Capital Outlay
- MSU STEM Facility
Agriculture Funding
- $10M (or $14.2M with MSU Fruit & Vegetable Lab) request of new funding for Agriculture
- DCPAH
- Animal Initiative
- Workforce Development (MSU Fruit & Vegetable Lab)
- Conservation Districts
2017-18 Session (cont.’d)

Other Potential Higher Education Related Items

- Community Colleges granting four-year degrees
- Ticket Scalping
- Flint Related Issues
Questions?
Federal Update

Mark Burnham
Vice President for Governmental Affairs
January 20...Continuous Change

- The Election of Donald Trump has set in motion a large number of significant changes to the U.S. Government.
- Change isn’t necessarily good or bad, but all change has transaction costs.
- Republican Control of the House and Senate will ensure that there will be a repeal of the Affordable Care Act and a tax reform package....but most everything else will still need a 60 vote majority in the Senate – which means Senator Chuck Schumer (Senate Minority Leader) becomes a very important player.
- This will not be a traditional Republican President...even though much of his Cabinet choices can be viewed as very establishment oriented.
- Do not expect a change in Trump’s communication style.
The New Administration

- There are approximately 3,000 positions the President-elect has to appoint, and as with any new administration, this is going to take some time.

- The first part of the year will be spent on confirmation hearings (at least in the Senate). It is unclear how they intend to finalize the current budget, the CR expires in April.

- The most important positions for Universities:
  - OMB Budget Director – Mick Mulvaney
  - Agriculture – not yet nominated
  - HHS – Rep. Tom Price
  - Education – Betsy DeVos
  - Department of Energy – Rick Perry

- NSF Director France Cordova – will remain at NSF until either her six-year term is over or the Trump Administration chooses to replace her.
What we know about them...

- Mick Mulvaney is viewed as a budget hawk. Universities from his home state report he has been supportive of them while in office.

- Tom Price – has probably given the most substantive thought to how to overhaul/replace the ACA – he was author of the legislation President Obama vetoed last year to repeal ACA. Has been supportive of NIH, and the current director of NIH (Francis Collins) will be remaining at NIH.

- Rick Perry – former governor of Texas will most likely be focused on fossil fuel issues. Climate Change research is not expected to be a priority.

- Betsy DeVos – major focus has been on k-12 Charter schools, no clear indications of her views on higher education.
The Big Questions

▪ Shake the snow globe. Create upheaval to enable different solutions.

▪ How will Trump relate to his Cabinet...
  • Will he ignore them and retain control within the Oval Office? (i.e. will he pick the solutions?)
  • Will he empower them to run their own show?
  • Will it be a combination? (What will he choose to care about?)

▪ How will Trump relate to the House Republicans
  • House Republicans are more conservative than Trump

▪ How will Trump relate to Senate Democrats
  • Will need 60 votes in the Senate which will require negotiations with the Senate Democrats.
MI Congressional Delegation

- The Michigan delegation has two new members –
  - John W. "Jack" Bergman is a retired United States Marine Corps lieutenant general and the U.S. Representative for Michigan’s 1st congressional district. He served as commanding general of Marine Forces Reserve and Marine Forces North.
  - Paul Mitchell is a retired businessman who previously ran and lost to John Moolenaar, moved to Candice Miller’s district and tried again. He led the campaign to defeat Governor Snyder’s road tax proposal and is an MSU Spartan.

- Representative John Moolenaar has joined the House Appropriations Committee, it is the first time the State has had an appropriator in six years.
Executive Actions

- Trump has stated he will undo a significant number of Obama Executive Orders on everything from ACA to environmental protections. Overtime rule likely not to be implemented.

- There will be a big push for regulatory reform. AAU is already collecting suggestions for regulations that we would like to see revised. There was significant progress made on reg reform for research in the recent Congress – the focus will likely be on financial aid and Dept. of Education regs.

- Potential realignments across agencies....Office of Civil Rights (OCR) to be moved from DOEd to DOJ??
On the Agenda

- ACA repeal...using the Budget Reconciliation procedure, (one for FY17 and one for FY 18), the majority can bring a budgetary issue up for a vote with only a simple majority of 51 votes in the Senate.

- Tax Reform – Will also be run through Budget Reconciliation. May impact charitable donations.

- Immigration - comprehensive immigration reform possible. DACA will be of particular focus. MSU has endorsed the “Bridge Act” which is a proposal to codify DACA in statute for two years to enable a comprehensive bill to be completed. Outlook uncertain.

- Infrastructure – Research included?

- Domestic vs Defense Discretionary – House and OMB will be more hawkish than Senate; Trump will need to negotiate with Senate Democrats to get any funding bills completed. Historically, research funding has been tied to the fate of Domestic Discretionary funding levels. There has long been bipartisan support for Research funding – including the just past 21st Century Cures Bill.
On the Agenda (cont.’d)

- Financial Aid – There will likely be a push to return to the old system of allowing banks to make student loans (rather than the current direct federal loan program).

- May be changes to Pell – likely to be taken up during Higher Ed Reauthorization. Some ideas include restoring year-round Pell, or turning Pell into more of a voucher system, which would be a significant change.

- In order to overcome the gridlock that Congress has experienced the last several years, Trump will need to negotiate a deal that obtains a sufficient number Senate Democratic votes without losing too many House conservatives’ votes.
Questions?
Budget Overview
## 10 Year Financial Framework

<table>
<thead>
<tr>
<th>Item</th>
<th>Funding</th>
<th>Timing</th>
<th>Notes</th>
</tr>
</thead>
<tbody>
<tr>
<td>Global Impact/Academic Excellence</td>
<td>$6.1M $7M</td>
<td>FY17 FY20</td>
<td>Unfunded need of $7-$21M over ten years to advance status as top-100 institution; increasing competition for federal funds</td>
</tr>
</tbody>
</table>
| Technology                          | $13M - $23M R                    | FY17-FY21       | IT Stabilization

$46M Data Center

$75M-$150M other NR

In Process

Ongoing

Student Success, Student Information, Research, Analytics, Network/WiFi

Research/Critical Space

Infrastructure

<table>
<thead>
<tr>
<th>Funding</th>
<th>Timing</th>
<th>Notes</th>
</tr>
</thead>
</table>
| $17.5M-$70M $100M $10M-$20M      | When authorized| STEM teaching and learning building

Interdisciplinary science facilities

Research infrastructure

| Power and Utilities              | $80M-$120M      | FY18-FY24

Address overall obsolescence of Simon Plant, assure water quality, provided through utility allocations |

| Deferred Maintenance-Just-in-Time| $300-$500M NR   | FY17-FY27

5 year projection includes HVAC replacements, need to prioritize projects and define scope |

| Financial Aid                    | $25M R          | Ongoing

Advancement Effort

Adjust proportion of donor versus institutional aid through increasing donor support |

| Health Care                      | Difference      | Ongoing                                                                                                                                  |
|                                  | between         |                                                                                                                                                                                                 |
|                                  | inflation and   |                                                                                                                                                                                                 |
|                                  | actual          |                                                                                                                                                                                                 |
|                                  |                  |                                                                                                                                                                                                 |
|                                  |                  | Monitor ACA impact, limit institutional cost growth                                                                                  |
Continuing Budget Process Issues

For consideration over the next several years

• General fund fringe benefits: Allocation of benefits budgets to units

• Alternate IT funding concepts and combinations
  • Central allocation ... as done presently
  • Across the board assessment of a flat fee...based upon:
    • Total unit expenditures
  • Utilization based upon:
    • Cycles
    • Memory
    • Number of network connections

• Facilities planning
## FY17 & FY18 Budget Planning

<table>
<thead>
<tr>
<th>Budget Item</th>
<th>2016-17 Proposal</th>
<th>2017-18 Pro-Forma</th>
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<tbody>
<tr>
<td>State Appropriations</td>
<td>2.6%</td>
<td>4%</td>
</tr>
<tr>
<td>Tuition &amp; Fees</td>
<td>3.7% Res Lower Div</td>
<td>4.0% Res Lower Div</td>
</tr>
<tr>
<td></td>
<td>3.9% Res Upper Div</td>
<td>4.0% Res Upper Div</td>
</tr>
<tr>
<td></td>
<td>4.2% Non-Res UG</td>
<td>4.0% Non-Res UG</td>
</tr>
<tr>
<td>Financial Aid</td>
<td>4.5%</td>
<td>4.5%</td>
</tr>
<tr>
<td>Faculty Salaries</td>
<td>2.5%</td>
<td>2.5%</td>
</tr>
<tr>
<td>Utilities</td>
<td>-5.5%</td>
<td>0.0%</td>
</tr>
<tr>
<td>Health Care</td>
<td>5.0%</td>
<td>5.0%</td>
</tr>
<tr>
<td>Competitive Programs</td>
<td>-</td>
<td>$5.0</td>
</tr>
<tr>
<td>Competitive Talent</td>
<td>0.5% Provost Market</td>
<td>0.5% Provost Market</td>
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<tr>
<td></td>
<td>0.5% Special Retention</td>
<td></td>
</tr>
<tr>
<td>Technology</td>
<td>$5.0</td>
<td>$5.0</td>
</tr>
<tr>
<td>Base Budget Reduction</td>
<td>0.0%</td>
<td>-1.0%</td>
</tr>
<tr>
<td>Total Budget</td>
<td>$1,317.0</td>
<td>$1,363.4</td>
</tr>
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Preliminary 2016-17 budget approved by the BOT in June 2015
Investment Performance

**MSU Commonfund Percentile Ranking**

MSU among top two quartiles for Commonfund performance for 1, 3, 5, and 10 year average performance

<table>
<thead>
<tr>
<th></th>
<th>1 Year</th>
<th>3 Year</th>
<th>5 Year</th>
<th>10 Year</th>
</tr>
</thead>
<tbody>
<tr>
<td>CIF Total Return</td>
<td>-4.30%</td>
<td>5.10%</td>
<td>4.70%</td>
<td>5.50%</td>
</tr>
<tr>
<td>CIF Policy</td>
<td>-1.60%</td>
<td>5.00%</td>
<td>4.90%</td>
<td>4.50%</td>
</tr>
<tr>
<td>Simple (70% MSCI ACWI/30% BC Agg)</td>
<td>-0.30%</td>
<td>6.00%</td>
<td>5.50%</td>
<td>5.20%</td>
</tr>
<tr>
<td>Simple (80% MSCI ACWI/20% BC Agg)</td>
<td>-1.20%</td>
<td>6.20%</td>
<td>5.70%</td>
<td>5.10%</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th></th>
<th>1 Year</th>
<th>3 Year</th>
<th>5 Year</th>
<th>10 Year</th>
</tr>
</thead>
<tbody>
<tr>
<td>CIF Total Return</td>
<td>-2.70%</td>
<td>5.60%</td>
<td>5.80%</td>
<td>5.50%</td>
</tr>
<tr>
<td>CIF Policy</td>
<td>-2.70%</td>
<td>4.80%</td>
<td>4.80%</td>
<td>5.00%</td>
</tr>
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</table>

<table>
<thead>
<tr>
<th></th>
<th>CIF Total Return</th>
<th>NACUBO-Commonfund Percentile Ranking</th>
<th>Universe Size</th>
</tr>
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<tbody>
<tr>
<td>1 Year</td>
<td>3.70% 10.70% 9.80% 7.40%</td>
<td>24.9 28.6 43.2 15.3</td>
<td>788 725 703 556</td>
</tr>
<tr>
<td>3 Year</td>
<td>4.30% 10.80% 10.40% 7.20%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>5 Year</td>
<td>4.30% 10.80% 10.40% 7.20%</td>
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<td></td>
</tr>
<tr>
<td>10 Year</td>
<td>4.30% 10.80% 10.40% 7.20%</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**Common Investment Fund and Benchmark Returns**

| Common Investment Fund (CIF) Average Annual Returns as of June 30, 2016 |
|---------------------------------------------------------------|-----|-----|-----|-----|
| 1 year | 3 years | 5 years | 10 years |
| CIF Total Return | -4.30% | 5.10% | 4.70% | 5.50% |
| CIF Policy    | -1.60% | 5.00% | 4.90% | 4.50% |
| Simple (70% MSCI ACWI/30% BC Agg) | -0.30% | 6.00% | 5.50% | 5.20% |
| Simple (80% MSCI ACWI/20% BC Agg) | -1.20% | 6.20% | 5.70% | 5.10% |

**Cambridge Associates Endowment Median Average Annual Returns as of June 30, 2016**

<table>
<thead>
<tr>
<th>College and University &gt;$1B Median</th>
<th>1 year</th>
<th>3 years</th>
<th>5 years</th>
<th>10 years</th>
</tr>
</thead>
<tbody>
<tr>
<td>College and University Median</td>
<td>-2.70%</td>
<td>5.60%</td>
<td>5.80%</td>
<td>5.50%</td>
</tr>
<tr>
<td>College and University Median</td>
<td>-2.70%</td>
<td>4.80%</td>
<td>4.80%</td>
<td>5.00%</td>
</tr>
</tbody>
</table>

| NACUBO-Commonfund Average Annual Returns as of June 30, 2015 (most recent) |
|--------------------------------------------------------------------------|-----|-----|-----|-----|
| 1 year | 3 years | 5 years | 10 years |
| CIF Total Return | 3.70% | 10.70% | 9.80% | 7.40% |
| NACUBO-Commonfund Peer Institution | 4.30% | 10.80% | 10.40% | 7.20% |
| NACUBO-Commonfund Percentile Ranking | 24.9 | 28.6 | 43.2 | 15.3 |
| Universe Size | 788 | 725 | 703 | 556 |
## Big Ten Sponsored Expenditures

- **MSU ranks 4th** in the Big Ten for 3-year change in R&D expenditures
- **MSU ranks 38th** nationally and 10th in the Big Ten for R&D expenditures
- **MSU ranks 35th** nationally for Federal R&D expenditures, an improvement of 5 places over 3 years

<table>
<thead>
<tr>
<th>Institution</th>
<th>2015 Expenditure</th>
<th>National Rank</th>
<th>Big Ten Rank</th>
<th>2012 Expenditure</th>
<th>National Rank</th>
<th>Big Ten Rank</th>
<th>Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>Michigan State U.</td>
<td>558,248</td>
<td>38</td>
<td>10</td>
<td>507,061</td>
<td>36</td>
<td>9</td>
<td>10%</td>
</tr>
<tr>
<td>U. Maryland, College Park</td>
<td>505,699</td>
<td>43</td>
<td>11</td>
<td>502,406</td>
<td>37</td>
<td>10</td>
<td>1%</td>
</tr>
<tr>
<td>Indiana U.</td>
<td>485,076</td>
<td>46</td>
<td>12</td>
<td>184,486</td>
<td>105</td>
<td>14</td>
<td>163%</td>
</tr>
<tr>
<td>U. Iowa</td>
<td>443,218</td>
<td>49</td>
<td>13</td>
<td>446,429</td>
<td>42</td>
<td>11</td>
<td>-1%</td>
</tr>
<tr>
<td>U. Nebraska, Lincoln</td>
<td>284,438</td>
<td>79</td>
<td>14</td>
<td>253,320</td>
<td>83</td>
<td>13</td>
<td>12%</td>
</tr>
<tr>
<td>U. Michigan, Ann Arbor</td>
<td>1,369,278</td>
<td>2</td>
<td>1</td>
<td>1,322,711</td>
<td>2</td>
<td>1</td>
<td>4%</td>
</tr>
<tr>
<td>U. Wisconsin-Madison</td>
<td>1,069,077</td>
<td>6</td>
<td>2</td>
<td>1,169,779</td>
<td>3</td>
<td>2</td>
<td>-9%</td>
</tr>
<tr>
<td>U. Minnesota, Twin Cities</td>
<td>880,618</td>
<td>14</td>
<td>3</td>
<td>826,173</td>
<td>14</td>
<td>3</td>
<td>7%</td>
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<tr>
<td>Ohio State U.</td>
<td>817,881</td>
<td>20</td>
<td>4</td>
<td>766,513</td>
<td>19</td>
<td>5</td>
<td>7%</td>
</tr>
<tr>
<td>Pennsylvania State U.</td>
<td>791,031</td>
<td>22</td>
<td>5</td>
<td>797,679</td>
<td>18</td>
<td>4</td>
<td>-1%</td>
</tr>
<tr>
<td>Northwestern U.</td>
<td>656,167</td>
<td>29</td>
<td>6</td>
<td>631,078</td>
<td>28</td>
<td>6</td>
<td>4%</td>
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<tr>
<td>U. Illinois, UC</td>
<td>639,817</td>
<td>32</td>
<td>7</td>
<td>583,754</td>
<td>33</td>
<td>8</td>
<td>10%</td>
</tr>
<tr>
<td>Rutgers, State U</td>
<td>628,613</td>
<td>33</td>
<td>8</td>
<td>434,901</td>
<td>45</td>
<td>12</td>
<td>45%</td>
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<tr>
<td>Purdue U.</td>
<td>558,611</td>
<td>37</td>
<td>9</td>
<td>602,501</td>
<td>32</td>
<td>7</td>
<td>-7%</td>
</tr>
</tbody>
</table>

Source: NSF HERD survey, 2015
## IDC Revenue History

IDC revenue up 33% since 2005-06

<table>
<thead>
<tr>
<th>Year</th>
<th>IDC Revenue</th>
</tr>
</thead>
<tbody>
<tr>
<td>2005-06</td>
<td>52,686,830</td>
</tr>
<tr>
<td>2006-07</td>
<td>52,177,981</td>
</tr>
<tr>
<td>2007-08</td>
<td>50,448,104</td>
</tr>
<tr>
<td>2008-09</td>
<td>52,694,908</td>
</tr>
<tr>
<td>2009-10</td>
<td>58,437,276</td>
</tr>
<tr>
<td>2010-11</td>
<td>66,795,950</td>
</tr>
<tr>
<td>2011-12</td>
<td>68,550,197</td>
</tr>
<tr>
<td>2012-13</td>
<td>69,859,252</td>
</tr>
<tr>
<td>2013-14</td>
<td>66,171,834</td>
</tr>
<tr>
<td>2014-15</td>
<td>65,096,462</td>
</tr>
<tr>
<td>2015-16</td>
<td>70,010,347</td>
</tr>
</tbody>
</table>
Information Technology Funding

- Funding streams for information technology must simultaneously incentivize efficient behavior while also providing the wherewithal to assure a secure, responsive and modern built environment.

  - May include components of:
    Central allocation ... as done presently
    Across the board assessment of a flat fee...based upon total unit expenditures
    Unit utilizations based on – cycles, memory, number of network connections
Capital Renewal

- Capital renewal requirements estimated at $231M over the next five years, requiring annual maintenance of approximately $30M - $50M depending on priorities and funding availability

- Capital renewal required for significant campus infrastructure systems such as electrical and other utilities, but also for building HVAC systems

- Near-term examples include – Life sciences, Center for Integrated Plant Systems, and Plant Biology
Capital Campaign

As of January 18, 2017:

• $1,359.13B (90.6%) raised against $1.5B goal

• 211,000 Donors to the Campaign

• 62 Endowed Positions secured against a goal of 100; First Investiture held on October 28, 2016

• Next *Empower Extraordinary* event held in Los Angeles at Broad Art Museum on March 14, 2017
Performance Metrics and Reporting

MSU Stretch Goals

Students Graduating Without Debt*
Percentage of graduates who leave without debt

Placement*
Percentage of graduates employed or seeking

Mission Based Expenses
Percentage of operational expenditures supporting core functions of instruction, research, and public service

Appropriation and Tuition and Fees per Student
Average per student revenue of tuition and fees and state appropriations

Research Expenditures
Annual expenditures on research activity

4 Year Graduation Rate
Percentage of students that graduate within 4 years

6 Year Graduation Rate
Percentage of students that graduate within 6 years

Persistence
Percentage of first year students who return for second year

Peer Group: Public Research Universities (Carnegie)
Performance Metrics and Reporting

Research Expenditures

Dollars in millions

Peer Group: Public Research Universities (Carnegie)

Source: NSF HERD Survey, 2015
Mobility Planning

January 2017
MSU Mobility is complex and dynamic

Daily students, faculty, staff, visitors, driving cars, scooters, parking, riding public and private buses, biking, walking.

Waves of students hourly crossing campus with class changes. Staff, faculty moving to meetings.

80,000+ fans on game day walking, parking, tailgating and moving to Spartan Stadium.

Future campus: connected, autonomous vehicles? What else?

How do we plan?

We have a start...

- Ongoing initiatives address specific challenges. E.g.
  - Installing cameras at intersections and utilizing a traffic management software to create an adaptive, connected traffic control system
  - Smart parking student project
  - DPPS Move Save Campaign
  - ASMSU's Bike Share program
  - And many more...

- The Campus Master Plan provides a flexible framework for guiding the physical organization of the campus.

We have the opportunity to optimize and elevate through...

a robust campus mobility plan that connects current initiatives, engages stakeholders, builds on the Campus Master Plan, and provides the framework to improve campus mobility for all.
Steering Committee
Udpa, Shanahan, Bauer, Beekman, Gaboury, Erhardt, Bollman, O’Donnell, Prush, Troost, Witter, Verboncoeur

Subgroups

Mobility Source Management
Chair: John Gaboury

Infrastructure
Chair: Scott Witter

Mitigation & Optimization
Chair: John Verboncoeur
Campus Mobility Planning: Initial Thinking
Planning Kick-off meeting was held in November to organize and discuss initial ideas.

**Mobility Source Management**
Campus pedestrian, bike, auto, scooter, bus, and other traffic ebbs and flows, driven by class changes, work day hours, deliveries, game day and many other daily activities.

Can we change this mobility demand and alter behavior?
*Example Ideas:*
- Analyze classroom assignments to minimize student pedestrian flow at peak class change times.
- Explore a transportation demand program (TDM) to influence behaviors and reduce vehicular use.
- Evaluate and change how truck deliveries are made on campus.

**Infrastructure**
Campus movement follows paths established through campus layout, parking lots, and other physical infrastructure.

Can we find new ways to optimize mobility through campus design?

**Mitigation & Optimization**
Even with guidance from campus design, mobility challenges around safety, congestion, parking, and others remain.

Can we address these challenges, and improve movement and safety of existing traffic on campus?
*Example Ideas:*
- Connected traffic signals for adaptive timing to improve traffic flow at peak times and in emergency situations.
- Evaluate the regulations concerning the driving and parking of mopeds on campus.

**Enablers:** Technology, Policy Changes, Stakeholder Input
Path Forward

**November 2016: Kick-off**
- Initial planning meeting held with participants from the Office of the President, Administrative Services, IPF (Sustainability, Campus Planning), MSU Police (Traffic, Parking), College of Engineering, CANR (School of Planning Design and Construction), Provost's Office (Academic Services and Enrollment Management).
- Group agreed to establish three working subgroups focused around Mobility Source Management, Infrastructure, and Mitigation & Optimization.

**December 2016: Organizing, defining and connecting**
- Work ongoing to organize planning, identify subgroup chairs, align on goals and ensure that campus expertise is connected into the work.
- EVPAS Satish Udpa participating in the December 5th ASMSU Transportation Forum

**January 2017- Summer : Stakeholder input & Subgroup work**
- Subgroup work led by chairs and engaging relevant stakeholders
- Monthly meetings of the larger planning group to connect subgroup efforts

**Fall – December 2017: Synthesize**
- Synthesize subgroup work into Action Plan for December BOT meeting
Connecting Teaching and Research with Practice, Policy, and Economic Development

Spartans help map the future for autonomous and connected vehicles.
Input from all Stakeholders

Collaboration with HUB at MSU, Jeff Grabill

http://hub.msu.edu

Contact:

mobility@msu.edu

Feedback/Info:

http://www.adminsv.msu.edu/mobility
Mark your calendars ...

EVP Satish Udpa
LEAD Session
March 28, 8 am
Big10 B

MOBILITY
Effective Collective Action

Elizabeth H. Simmons

Associate Provost for Faculty and Academic Staff Development
Dean, Lyman Briggs College
University Distinguished Professor of Physics
The Academic Advancement Network:

- For many years, academic advancement at MSU was led by the Office of Faculty and Organizational Development (F&OD), headed by Dr. Deborah DeZure.

- During 2016, F&OD evolved into the Academic Advancement Network, dedicated to advancing academic careers through inclusive, collaborative, and experiential learning.
AAN’s Charge cuts across several themes:

- Build networks to promote effective teaching, research, service, and engagement
- Develop, support and connect academic leaders
- Promote a more inclusive campus and the success of diverse individuals across the arc of a career
- Help MSU achieve its vision of the future

Several campus events in the fall were interwoven with these themes and have inspired much discussion about how to move MSU forward as an institution. Key themes from these include:
from Dec. 2nd Leadership Networks talk (Uzzi):

- Being linked to networks enables a leader to expand expertise, see the unexpected, and make better decisions.
- Leaders need diversity in their networks to optimize the accuracy and breadth of their information and avoid “echo chambers”. Experiencing the benefits of diversity requires us to step out of our comfort zone.
- People who make an impact learn how to build trusting relationships with people who are unlike themselves.
- “Raise what you know to the power of who you know.” Effective leaders connect with the brokers in the organization— that is, the super-connectors who come in contact with a cross-section of people.
- Connecting around shared activities or interests is a good way to increase the diversity among one’s networks. Shared activities help build trust; each person must extend trust and respect to advance their interests.
from Nov. 18th Global Futures talk (Connelly):

• Don’t be afraid of the future.
• The past is not necessarily a good indicator of the future.
• Be provocative: expand the spectrum of possibility when making predictions and decisions. Imagine multiple futures. Being fairly prepared for many future scenarios is wiser than preparing fully for only one.
• Making predictions is an incremental, iterative process.
• Practice empathy: consider future impacts globally.
• Seek out contrarians when making predictions and consider their viewpoints.
• Let go of biases, surrender your worldview, and challenge the status quo.
from Race, Diversity & Inclusion initiative:

- Create a strategic vision for the equity, diversity and inclusion at MSU: strategies and tactics that are vetted and understood broadly, with achievable goals over time
- Make sustained, coordinated efforts to
  - Build capacity of faculty, administrators, & staff to engage across difference within their respective domains
  - Support all elements needed for Student Success, broadly defined
  - Create a more inclusive campus environment and culture
  - Recruit, retain, advance a more diverse workforce that finds MSU to be a supportive, welcoming campus
from Oct. 18th Reflections on Diversity event:

• Take collective responsibility for the success of all students and employees, by seeking opportunities to collaborate across departments and sectors

• Listen deeply to how students and employees say they experience interactions with others on campus

• Uncover “hidden curricula” that present institutional barriers; restructure processes to eliminate those barriers

• Honor the sustained leadership needed to build diversity over time, both within the administration and at the grass-roots level; align reward systems to facilitate this
Today’s Discussion: Background

At the Sept. 2016 Conversation with the President: participants asked for further discussion on many crucial issues related to learning, research, diversity, globalization ...

Notably, discussions on many of these very topics, such as

- Student Success
- Entrepreneurship
- Public Art
- Teaching Spaces
- Campus Climate
- Interdisciplinary Scholarship
- Race and Diversity

are ongoing within Academic Governance or in groups convened by various campus leaders.
Model of organizational change strategies
Adapted from Matz and Jardeleza, 2016, CBE Life Sci Educ 15:ar57
Today’s Discussion: Topic

What would help you engage more readily or in a more impactful way with campus conversations on the “big issues”?
Today’s Discussion: Directions

What would help me [or my unit] engage more readily or in a more impactful way with campus conversations on the “big issues”? 

Please discuss this question in light of the background materials [http://tinyurl.com/z54vora](http://tinyurl.com/z54vora), the fall events, and your own work contexts:

- 2 min: Reflect individually on the question
- 2 min: Share thoughts around the table
- 5 min: Select and hone one idea to send forward
- 1 min: Table leader submits this idea for next steps [aancomm@msu.edu](mailto:aancomm@msu.edu)  [aanevent@provost.msu.edu](mailto:aanevent@provost.msu.edu)
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aancomm@msu.edu  aanevent@provost.msu.edu

24 January 2017
Today’s Discussion: Directions

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24 January 2017
Today’s Discussion: Your Ideas

• [to be added by AAN staff as ideas arrive by email]
Today’s Discussion: Next Steps

• Your table leader has emailed AAN staff your table’s idea

• The full roster of ideas will be
  • Mined for concrete ways to break down identified barriers and promote more effective collective action at MSU
  • Shared with today’s participants so you can take part in breaking down these barriers as well

• Get involved!
  • The many initiatives, planning groups, and academic governance committees throughout campus need your thoughts, energy, and dedication.