

APLU IEP Universities Designation Application

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For Decision

1. PROCESS AND ECONOMIC ENGAGEMENT NARRATIVE

1a. INTRODUCTION (300/300 words)

MSU is often called Michigan’s State University, and for good reason. MSU enrolls more Michigan students than any other university—35,000—and over 275,000 of our 500,000+ alumni live in-state (1). Part of the Michigan University Research Corridor, MSU’s annual economic impact in Michigan is nearly \$6 billion (2). MSU’s extensive outreach entities, such as the 15 MSU AgBioResearch centers and facilities, provide essential real-world laboratories to interdisciplinary research teams as well as commodity groups, growers, MSU Extension, and other partners.

In 2020, with this in mind, then-President Samuel Stanley commissioned a strategic plan (3) for the next decade. Six strategic themes form the core of the strategic plan: Student Success; Staff and Faculty Success; Discovery, Creativity and Innovation for Excellence and Global Impact; Sustainable Health; Stewardship and Sustainability; and Diversity, Equity and Inclusion.

Approved by the Board of Trustees in 2021, the plan reaffirms the university’s mission to “advance knowledge and transform lives by providing outstanding undergraduate, graduate, and professional education; conducting research of the highest caliber; and advancing outreach, engagement, and economic activities that are innovative, research-driven, and lead to a better quality of life for individuals and communities, at home and around the world” (4). In short, MSU is committed to making meaningful impacts in communities through engaged research, education, and innovation.

Building upon the tenets of the strategic plan, our Innovation and Economic Prosperity (IEP) team used the self-study process as a mechanism for capturing the many talent, innovation, and place (TIP) activities occurring across campus. Along with allowing us to better understand the diversity of efforts taking place, the self-study process also provided the opportunity to better understand how our internal and external stakeholders perceive these efforts and helped us better align our work as an important economic growth engine for our region and our state.

Links:

<https://strategicplan.msu.edu/strategic-plan/executive-summary/story-impact-for-michigan> (1)

https://www.urcmich.org/sites/default/files/reports/2022-06/URCEconImpactReport_6-1-2022.pdf
(2)

<https://strategicplan.msu.edu/-/media/assets/strategicplan/docs/msu-2030-strategic-plan-v3.pdf?rev=4257d97b1b664438832f40184e8f5e3c&hash=6A6F919275A3668251B1333997BA542E>
(3)

<https://strategicplan.msu.edu/-/media/assets/strategicplan/docs/msu-2030-sp-implementationupdate-2022-june.pdf?rev=f6bccd3f7baf4ae0a7ddc283f1ddf7e1&hash=19E708F976FC711A971F8091A2DFAA7F>

(4)

1b SELF STUDY PROCESS EXPERIENCE (582/600 words)

Under the direction of then-President Samuel Stanley, MSU began its IEP designation process in late 2019. Arnold Weinfeld, director for workforce and economic development partnerships in the Office for Public Engagement and Scholarship, and Charles Hasemann, associate vice president for innovation and economic development at the MSU Innovation Center, were named co-leads, representing all three aspects of TIP.

Following the guidelines outlined in CECE's Economic Engagement Framework, a cross section of university units was organized around the key areas of TIP through the development of an advisory committee and three work groups. Almost immediately, the COVID-19 pandemic closed campus. We decided to slow our effort for a time as faculty and staff grappled with the immense burden of ensuring continued student success and as communities coped with tremendous challenges around the economy, education, and health.

In late spring of 2020, work groups reconvened. The work groups identified key on- and off-campus stakeholders from whom to get input, coordinated with ongoing campus self-assessment and planning efforts, and directly engaged with local, regional, and statewide partners. Each work group engaged in a series of assessment planning steps following protocols outlined by the framework.

As the 2020 fall semester approached and the university planned for the return of students to campus, the health and well-being of faculty and staff were utmost in our minds. To avoid burden to internal and external stakeholders during the "normalization" period, we chose to wait until winter 2021-22 to implement discussion groups among key external stakeholders and until spring 2022 to send surveys to faculty and staff.

Ultimately, several discussion groups and follow-up conversations were conducted with nearly 100 regional economic development leaders across the state, local leaders, community organizations, and corporate and industry partners. The discussion groups followed the SOAR (Strengths, Opportunities, Aspirations, Results) analysis template. The stakeholders' comments were consistent across conversations. MSU received high marks for the work it was doing, but the size of the university makes it difficult for external groups to know whom to contact on a consistent basis. External stakeholders located closer to the MSU campus found this less of an issue due to the

strategic position of a vice president for community and external affairs in the Office of Governmental Relations who is responsible for connecting with and facilitating opportunities for businesses, nonprofits, and government entities within the tri-county region (i.e., Ingham, Eaton, Clinton).

Internally, a survey was developed based on the CECE assessment tools and modified by the team to best represent MSU. Administered by the MSU Office of Survey Research, the Provost sent a direct request to 4,634 MSU faculty, staff, and administrators. The team received 358 surveys from respondents who identified themselves as doing some form of economic development activity. The results indicated that many felt it important for MSU to:

- 1) Have one entity as a first point of contact for industry and economic development agencies
- 2) Maintain user-friendly portals and websites through which one could search for faculty and staff expertise
- 3) Develop structures and networks to facilitate interactions among key university personnel and economic actors
- 4) Be able to respond more quickly
- 5) Provide leadership and support economic development activities that benefit distressed populations
- 6) Promote greater linkages between faculty and regional companies seeking access to expertise

We also identified a broad array of economic development projects occurring through engagement with community and business through the Outreach and Engagement Measurement Instrument (1) MSU's annual survey of over 5,000 faculty and academic staff about their engaged scholarship.

Links:

<https://engage.msu.edu/about/projects/scholarship-of-engagement/outreach-and-engagement-measurement-instrument-oemi> (1)

1c ECONOMIC ENGAGEMENT ENTERPRISE (595/600 Words)

The 1993 MSU Provost's Committee on University Outreach defined outreach [and engagement] as "a form of scholarship that cuts across teaching, research, and service. It involves generating,

transmitting, applying, and preserving knowledge for the direct benefit of external audiences in ways that are consistent with university and unit missions” (1). MSU also subscribes to the 2005 Committee on Institutional Cooperation definition: “Engagement is the partnership of university knowledge and resources with those of the public and private sectors to enrich scholarship and research, to enhance curricular content and process, to prepare citizen scholars, to endorse democratic values and civic responsibility, to address critical societal issues, and to contribute to the public good” (2). These definitions cohere with those specific to economic engagement, such as the 2015 APLU/UEDA Foundation for Strategy and Practice definition (3).

Multiple MSU entities represent the TIP framework, promoting economic value from MSU’s research and innovation resources and collaborating with organizations and communities to support their own innovation and entrepreneurship ecosystems. For example, the MSU Innovation Center (4), composed of MSU Business Connect and MSU Technologies (MSUT) (5), is a physical embodiment of a comprehensive investment in an innovation and entrepreneurship system. Business Connect links corporations large and small to MSU faculty for productive research relationships, while MSUT facilitates commercial development and public use of MSU-developed technologies and copyrightable materials. The Innovation Center also incorporates the Hatch, a student entrepreneurship incubator, to help students develop an entrepreneurial mindset and launch businesses (6) (7).

The MSU Research Foundation (8) is housed with the Innovation Center. Subsidiary organizations include Spartan Innovations, providing fundamental resources for entrepreneurs; Red Cedar Ventures, mid-Michigan’s first venture fund; the Michigan Rise Pre-Seed Fund III, investing in Michigan tech startups to help commercialize innovative technologies; and a real estate office, which manages incubators for MSU and community-based companies.

The Center for Community and Economic Development (CCED) operates the U.S. Economic Development Administration’s University Center for Regional Economic Innovation (REI) (9). REI’s mission is to stimulate innovative economic development in Michigan’s most distressed communities by embracing a culture of regional collaboration and knowledge sharing between economic development professionals and committed scholars. The REI network sponsors student-led/faculty-guided technical assistance projects, co-learning plans by practitioners and scholars, and Innovation Fellows, who are community practitioners (10) (11).

The MSU Extension Product Center (12) offers core services such as the Food Product and Innovation Center, the nation’s leading independent commercial food development, processing, packaging, and research facility. Businesses rent the facility, which features the latest in processing and packaging technology, to reduce risks in the testing and development process and discover ways to advance operations. Since 2003, the Center has assisted business expansions resulting in total investments of \$537 million and the creation of 3,536 jobs. MSU Extension also operates the

Connecting Entrepreneurial Communities program (13) and staffs over 65 Extension members in its Community, Food & Environment Institute to support entrepreneurship, financial literacy, sustainability, and natural resources management.

The Burgess Institute for Entrepreneurship & Innovation empowers students to learn through action by providing programs, courses, and resources to foster an entrepreneurial mindset and create new ventures (14). It offers a Minor in Entrepreneurship and Innovation (15), the fastest growing academic minor on campus, to any MSU undergraduate. Focused on building the entrepreneurial mindset, the program primes students to embrace failure mindfully, explore unknowns, and develop unique marketable skills.

These and other assets provide a powerful foundation for MSU's next phase, in which we will address challenges such as coordination, connecting external stakeholders, and building a facilitative internal culture to support the economic development enterprise.

Links:

https://engage.msu.edu/upload/documents-reports/ProvostCommitteeReport_2009ed.pdf (1)

<https://rede.ecu.edu/engagement/wp-content/uploads/sites/397/2018/05/EngagementScholarshipResourceGuide.pdf> (2)

<https://www.aplu.org/wp-content/uploads/higher-education-engagement-in-economic-development-foundations-for-strategy-and-practice.pdf> (3)

<https://innovationcenter.msu.edu/> (4)

<https://innovationcenter.msu.edu/corporate-engagement/> (5)

<https://innovationcenter.msu.edu/tech-transfer-commercialization/> (6)

<https://innovationcenter.msu.edu/startups-entrepreneurship/> (7)

<https://www.msufoundation.org/> (8)

<https://reicenter.org/> (9)

<https://reicenter.org/projects/22-23-project-overviews> (10)

<https://reicenter.org/projects/completed-projects> (11)

<https://www.canr.msu.edu/productcenter/> (12)

<https://www.canr.msu.edu/news/making-it-in-michigan-conference-and-trade-show-returns-to-in-person-format-for-2023> (13)

<https://entrepreneurship.msu.edu/> (14)

<https://entrepreneurship.msu.edu/about> (15)

1d ECONOMIC ENGAGEMENT PLANNING (552/600 Words)

The self-study process offered a structure for connection, coordination, data gathering, and planning that, in conjunction with the recent strategic (1) and DEI planning processes (2), lays the groundwork for sustained efforts in the TIP space. As discussed in greater detail in Section 3, the self-study yielded some specific areas for improvement:

- 1) Educating faculty regarding opportunities and benefits related to participation in regional economic development activities
- 2) Designating one point of contact for industry and economic development agencies
- 3) Addressing university processes that promote the ability to move at the speed of business with timely transactions
- 4) Recognizing and rewarding faculty and staff conducting this work
- 5) Supporting DEI in economic development programs and outcomes (external engagement was identified as an MSU core priority, with specific strategies that address DEI in purchasing and hiring, engagement with marginalized communities to address economic and educational disparities, and MSU Extension efforts)
- 6) Loss of access to resources due to restructuring of MSU Extension, resulting in Extension staff being responsible for large regions rather than individual counties

Although sustainable economic development and innovation are noted throughout MSU's strategic plan, the university's economic engagement context is currently diffuse. Those involved understand that economic engagement is rooted in the process of stakeholder engagement and economic development activities within that process, but no one definition specific to economic engagement has been adopted, no single entity is responsible, and, although we see discussions beginning around economic impact approaches related to Detroit as well as health partnerships, most broad-based university efforts have not been conceived strategically. External stakeholders identified this as a major concern in trying to connect with the appropriate groups at the university.

Moreover, as noted by both internal and external stakeholders, formal connections among the many entities involved in advancing IEP's TIP framework are currently limited. For example, the MSU Research Foundation and the Burgess Institute for Entrepreneurship work together but are not connected to the Connecting Entrepreneurial Communities program in MSU Extension, which is not connected to the REI initiative in the Center for Community and Economic Development. MSU leadership committed to the IEP process by designating personnel time and administrative support, and participants are eager to continue building stronger connections and collaborations.

In addition, spurred by the strategic plan, increased coordination and promotion of development efforts are evident for key cities, including Detroit, Flint, Grand Rapids, and the Lansing region. The Office of the Provost, Health Sciences, and the Office of Research and Innovation released calls for proposals to enact the strategic plan, and some proposals relevant to TIP are moving forward in the process, providing another supportive structure.

MSU's current strengths in innovation, place, and talent, as well as state and federal priorities, point to the need to continue to build on these areas. The self-study process has given greater focus to the importance of MSU knowing, measuring, and disseminating its engagement and innovation efforts and impacts. Planning and initiatives will build on the lessons learned from the self-study process and engage partners, both internally and externally, to ensure that economic prosperity cultivated through the TIP framework is increasingly integrated into campus planning. Findings from the self-study have informed the specific objectives and activities to promote economic prosperity in the region and state that are documented in the growth and improvement plan (Section 3).

Links:

<https://strategicplan.msu.edu/strategic-plan/> (1)

https://president.msu.edu/assets/documents/DEIreportandplan_081021.pdf (2)

1e PROMOTION AND COMMUNICATION (559/600)

One of five core strategies identified by the central University Communications (UComms) unit is "strengthening awareness of the ways in which innovation, talent and place development make important contributions to Michigan and the world, with a key audience being the Michigan public." Moreover, the university strategic planning process produced proposals for branding, strategy, and recommendations for an "MSU Innovation Network," including "a robust storytelling engine to better share MSU's innovation story." UComms uses earned and paid media to communicate stories of innovation and impact on the state's economy to the public, particularly in vital economic sectors like agriculture, advanced manufacturing, tourism, and life sciences. In the past year, two

targeted paid media campaigns have elevated innovation and excellence in agriculture and mobility (1).

In addition, individual units working in the economic development area, from the Office of the VP for Research and Innovation to MSU Extension and all in between, have communications personnel and strategies that target their specific audiences within and external to campus. They also have their own advisory groups guiding their work. Within the Office of Government Relations, the vice president for community and external affairs engages with local and regional economic development groups and connects with individual units as questions and opportunities arise.

To connect central and unit communications, unit-level communicators form a network, with monthly meetings coordinated by UComms at which they can share their successes, campaigns, and priorities. The network provides an excellent opportunity for communications leaders in the innovation, economic development, and entrepreneurship space to invite collaboration and coordination in campaigns and cross-cutting efforts.

For example, one pillar of the MSU Research Foundation's strategic plan is to communicate impact to drive further engagement and collaboration. The organization enables MSU to expand new partnerships with industry to commercialize MSU inventions and enhance economic impact. The intent of the Foundation's communications strategy is to further drive the startup ecosystem that attracts inventors, enablers, and investors through production of success stories and key messaging by coordinating unit communications in partnership with UComms.

Nonetheless, the structure is ripe to further strengthen leadership around promotion and communication for economic development. The self-study showed that MSU's dispersed approach to economic and community engagement through TIP warrant even more coordinated communications strategies. One proposal is to create a communications working group specifically focused on the TIP story. UComms is also engaging a vendor to assist with the complex taxonomy necessary for content tagging for multiple uses, including labeling stories on the university's content hub, the daily newsletter MSUToday, by topic (e.g., innovation, entrepreneurship, economic development), delivering personalized content by interest area, and reporting content performance by topic and type (2).

Beyond UComms, the MI Spartan Impact website (3), implemented through the Office of Government Relations, documents stories and maps economic and community impact data in counties, legislative districts, and major cities. Additionally, MSU contracts with Overton (4), a database that enables the university to identify citations of MSU work used in policy documents and legislation, with implications for policy decisions and resource allocation in Michigan. Finally, the Office of University Outreach and Engagement is developing a searchable catalog and mapping website to display MSU's community-based activities, filterable by both business and industrial

development and by community and economic development. A prototype for Detroit has been created (5), and the Michigan and nationwide versions will be available in Fall 2023.

Links:

<https://comms.msu.edu/> (1)

<https://msutoday.msu.edu/> (2)

<https://mispertanimpact.msu.edu/index.html> (3)

<https://overton.io/> (4)

<https://experience.arcgis.com/experience/0f7c74e090a84d81bceb9531f0ac1d1d/> (5)

1f. ADVANCING UNIVERSITY ECONOMIC ENGAGEMENT PRACTICE (594/600)

Nationally and statewide, MSU personnel lead and participate in key economic and community engagement organizations, including APLU's Commission on Economic and Community Engagement, the Coalition of Urban and Metropolitan Universities and its associated Anchor Learning Network, the Engagement Scholarship Consortium, the University Economic Development Association, Association of University Technology Managers (now AUTM), the Association of University Research Parks, the Association of Governing Boards, the Michigan Economic Developers Association, the Michigan Venture Capital Association, the National Venture Capital Association, and the International Business Innovation Association. Consistent engagement with these groups enables MSU to stay current with the most innovative thinking and best practices in programming and strategy while also bringing our experience and expertise to the conversation.

Notably, MSU participated in the NSF-funded Promotion and Tenure in Innovation and Entrepreneurship (PTIE) initiative, with two IEP team members noted as co-authors on a resulting paper published in the journal *Science*. As part of the Office of the Provost's strategic planning implementation, a proposal to expand recognition for faculty and staff work unrepresented by typical metrics in the promotion and tenure process, including those for TIP, was selected to move to the next round. MSU was also a 2006 pilot institution for the Carnegie Elective Classification for Community Engagement and approved again in 2015.

Locally, leaders and practitioners at MSU are active participants in the regional economic development ecosystem. MSU is a board member and contributor to the Lansing Economic Area Partnership (LEAP), while the MSU Research Foundation executive director and the MSU associate vice president for innovation and economic development are longtime officers of the Local

Development Finance Authority “SmartZone” for the tri-county region. Multiple units connect with the Lansing Regional Chamber of Commerce to identify local needs, discuss the latest research and developments, and work toward DEI goals in local business.

For example, CCED has a staff member in Flint, MI, to clarify community needs, foster and build relationships, and promote effective change in areas such as COVID19 community response; racial inequities task force; food systems research and a partnership to build a co-op grocery on the north side of the city; building on participatory research; and collaboration to build safe neighborhoods. CCED’s REI program leverages higher-institution assets by engaging with over 15 Michigan colleges and universities, visiting economic development districts, and disseminating knowledge around TIP development. CCED is currently working on a repository that will allow international access to its work.

Moreover, as part of the Chicago Region University Center network (Ohio, Indiana, Illinois, Wisconsin, Michigan) since 1987, REI collaborates with other EDA university centers on joint research and knowledge exchange. The work of the EDA university centers, EDDs and Economic Development Organizations is highlighted at the EDA Showcase and informs the EDA of the various types of projects; fills in the gaps between community, researcher/academia, and government; informs the EDA on community economic development needs; and provides an opportunity to share best practices.

Another example is TechSmith, which opened its new headquarters on the MSU campus in September 2022—a move that retained 250 jobs and is expected to provide the company with opportunities to attract and expand talent. TechSmith was founded by an MSU alum in 1987, and its award-winning products in screen and video software have over 73 million users. The project continues a 30-year mutually beneficial relationship between MSU and TechSmith. The inclusion of the state of Michigan, Lansing Area Economic Partnership, and the City of East Lansing demonstrates how this partnership strengthens the local economy, supports job creation, and makes the region more competitive through talent attraction and development.

2 SUMMARY OF ACCOMPLISHMENTS (1458/1500-2000)

Through the self-study process, the team identified three clear areas of accomplishment. We based our assessment on the input from our external stakeholders, the areas of the faculty and staff survey that had the least degree of difference between importance and performance, resources invested and garnered, numbers served, and extent and depth of connections and coordination, as well as relevance for future success for university, regional, state, and federal priorities. Review of this information identified the following three areas of accomplishment: 1) creating space for innovation; 2) enhancing place through community engagement; and 3) developing the next generation of talent.

Creating Space for Innovation

MSU has a number of units and programs notable for opening doors to innovation. For example, the MSU Research Foundation is a nonprofit focused on technology commercialization and economic development. The Research Foundation manages an endowment built from decades of intellectual property licensing revenue and annually provides over \$15 million in research funding to MSU. Additionally, the Research Foundation operates several subsidiary organizations focused on launching and funding new startup companies and develops and holds select real estate assets important for entrepreneurs and MSU's corporate relationships (1).

Spartan Innovations is a venture development organization that provides business development services around MSU intellectual property best commercialized via a new startup company. The company also works in to develop an ecosystem corridor for East Lansing, Grand Rapids, and potentially Detroit. Programs include Entrepreneur-In-Residence, Mentors-In-Residence, Conquer Accelerator, Conquer Accelerator Diversity in Entrepreneurship, MedTech Accelerator, EdTech Accelerator, hospital and health care partnerships across the state, and programs to win and leverage non-dilutive funding from SBIR/STTR sources from federal agencies (2).

Red Cedar Ventures is a captive venture fund that has provided over \$10 million of early and follow-on capital for start-up companies that are part of the MSU ecosystem. The fund has invested in over 100 start-up companies that have gone on to raise over \$500 million in funding from outside investors, create over 500 jobs, and establish residency within Michigan (3).

Michigan Rise Pre-Seed Fund III is a partnership between the MSU Research Foundation and the Michigan Economic Development Corporation. A \$25 million venture fund that invests in early-stage technology ventures across Michigan, it works closely with regional SmartZone partners and technology transfer offices across the state. To date, Michigan Rise has deployed more than \$10 million in over 65 companies that have created 400+ jobs and have raised over \$350 million in outside dollars. Forty-four percent of the founders in the Michigan Rise Portfolio are people of color, contributing to MSU's DEI goals (4).

The Research Foundation also develops and operates real estate, including the University Health Park, four incubator facilities, and 200,000+ square feet of office and wet-lab space for new start-up companies and existing corporate partners. Development activities include a partnership with McLaren Greater Lansing Hospital, which constructed a \$600 million hospital and cancer center in the University Health Park; the development of the TechSmith corporate headquarters and the VanCamp Incubator facility; and the development and management of the East Lansing Technology Innovation Center, The Bridge incubator in Grand Rapids, The Hatch in East Lansing, and the Alliance Building in Lansing. The Research Foundation has a tenant roster of over 65 companies affiliated or partnered with Michigan State University (5).

Enhancing Place Through Community Engagement

MSU's Center for Community and Economic Development (CCED) is a shining example of place-based community engagement and development. CCED is home to a U. S. Economic Development Administration University Center and the Regional Economic Initiative (REI). REI was established in 2011 and renewed in 2016 and 2021 through grants from the U.S. Department of Commerce (6).

REI facilitates the REI Network, a community of more than 2,000 individuals from the public and private sectors working to turn vulnerable communities into economically vibrant places that encourage high-growth entrepreneurial development. The REI Network also has an extensive digital reach, with over 3,000 organizations and individuals subscribing to its newsletters and communications. The REI Network connects Economic Development Districts (EDDs), higher education institutions, local, public, and private leaders, workforce development boards, nonprofits, state agencies, commercial lenders, tribes, and others concerned with sustainable and equitable economic growth. The network supports the co-creation, co-implementation, and dissemination of new and innovative economic development strategies to build an economic ecosystem that supports high-growth entrepreneurship, creates a high-skilled workforce, supports discovery-to-market efforts, develops the innovation infrastructure, creates jobs, and cultivates innovation in distressed communities throughout Michigan (7).

REI uses this network to crowdsource critical topics of concern in distressed communities and regions and facilitate the selection of:

- Student-Led Faculty-Guided Projects, which provide future economic developers/planners with experiential learning opportunities and assist distressed Michigan communities in their local and regional economic development initiatives. Nearly 80 projects have been completed by undergraduates throughout the state under the supervision of experienced faculty.
- Co-Learning Plans, in which multiple parties collaborate to generate new knowledge. In the 60+ Co-Learning Plans sponsored, innovative economic development tools, models, strategies, policies, and practices are researched, and the findings and recommendations serve as a key resource for economic development practitioners and policymakers in Michigan.
- The Innovation Fellows program, which seeks to incorporate the tools, models, and policies identified in Co-Learning Projects into practice in communities around Michigan. Sixteen Innovation Fellows have been named since 2016. Fellows are top champions in communities and organizations who take on tough economic development issues in distressed communities. They provide on-the-ground support and coordination to move concepts into action. This model also supports ownership and community resilience.

In addition, leaders and innovators from across the state gather at the annual Innovate Michigan! Summit to share and learn from one another. CCED has funded research for 150+ projects in Michigan, impacting 46 counties and generating at least \$68 million in economic impact.

Developing the Next Generation of Talent

Working to develop the next generation of talent at MSU is a campuswide endeavor. The Burgess Institute for Entrepreneurship and Innovation empowers students to learn through action by providing programs, courses, and resources to test ideas, foster an entrepreneurial mindset, and create new ventures.

The Burgess Institute has created, with its MSU partners, a unique innovation ecosystem that meets students where they are and allows an extremely diverse group of students to experience entrepreneurship on their terms. Programs include high-impact extracurricular events like the 2 Day Venture program and the Innovate State Speaker Series; a wide range of course offerings in the Minor in Entrepreneurship and Innovation; a comprehensive student venture support program which includes a co-working space (The Hatch), a commercial kitchen (Venture Kitchen), and non-dilutive funding; and the Burgess New Venture Challenge. The Burgess Institute's entrepreneurship system is a comprehensive program that engages students from across campus to develop an entrepreneurial mindset and prepare for innovative careers in industry or as founders of their own ventures (8).

MSU's approach to entrepreneurship education is distinctive; it expands a student's academic platform regardless of their major or college and adds an element of entrepreneurship to their formal education. Entrepreneurship at MSU is infused into the university undergraduate curriculum via 42 courses from 22 different departments. The goal is to prepare students for dynamic careers in a world that is rapidly evolving and ever-changing, demanding that they be constantly learning—regardless of whether they start their own business. With this mission in mind, the Burgess Institute has truly embraced the development of the “entrepreneurial mindset” as its goal. We believe this commitment to measuring mindset impact will lead to the long-term success of our students and provide a level of differentiation for an MSU degree from credentials at other institutions (9).

Since 2016, the Burgess Institute has supported over 780 student start-ups through the Venture Creation program; these have collectively raised over \$57.9 million in funding. Additionally, the Entrepreneurship & Innovation Minor is now the largest minor on campus, with over 650 students actively enrolled for the past three academic years, representing students from 12 different colleges and 20+ majors (10).

In addition to the Burgess Institute, community-engaged learning (CEL) that supports talent development in the context of place-based priorities is a hallmark of MSU. MSU has a long history

of CEL and was the home of the nation's first center devoted to student CEL and civic engagement. The Center for Community-Engaged Learning (CCEL) (11) integrates meaningful community partnerships with instruction and critical reflection to create high-impact practices that enrich the student learning experience, teach civic and social responsibility, and strengthen communities (12). CCEL supports students, faculty/staff, and community partners by building capacity to develop and sustain effective university-community partnerships, developing student leaders, and promoting student engagement opportunities, including partnerships with the Burgess Institute to facilitate learning around social innovation ventures. In 2021-22, 27,164 student community-engaged learning and/or community service registrations were reported campuswide (13).

Links:

<https://www.msufoundation.org/> (1)

<https://innovationcenter.msu.edu/> (2)

<https://www.msufoundation.org/redcedarventures> (3)

<https://www.michiganrise.com/> (4)

<https://www.msufoundation.org/universityhealthparklansing> (5)

<https://ced.msu.edu/> (6)

<https://ced.msu.edu/programs/eda-university-center-for-regional-economic-innovation> (7)

<https://entrepreneurship.msu.edu/about> (8)

<https://entrepreneurship.msu.edu/academics> (9)

<https://entrepreneurship.msu.edu/discovery-launch> (10)

<https://communityengagedlearning.msu.edu/> (11)

<https://communityengagedlearning.msu.edu/about/defining-community-engaged-learning-at-msu>
(12)

<https://communityengagedlearning.msu.edu/about/community-engaged-learning-index-report>
(13)

SUMMARY OF ACCOMPLISHMENTS TABLE

Related Activities, Programs, or Initiatives	Talent, Innovation, Place, or Connections	Timeline	Resources	Indicator/Measure of Success
AREA OF ACCOMPLISHMENT 1: CREATING SPACE FOR INNOVATION				
1.1. Facility for Rare Isotope Beams (FRIB)	Innovation, Talent	2022 start; ongoing	<ul style="list-style-type: none"> ● U.S. Department of Energy ● Michigan State University ● State of Michigan 	<ul style="list-style-type: none"> ● Generates an average of \$149 million in in-state purchases annually. ● The state’s investment in FRIB is expected to generate \$205 million in tax revenues and \$831 million in higher gross state product, or the total market value of all goods and services produced in Michigan, through 2040. ● Provides over 1,000 new rare isotopes never produced on Earth, more than doubling the research opportunities available in nuclear physics. Many of these isotopes will likely have properties critical to discoveries in key areas such as national security and nuclear medicine. ● MSU graduate students engage in groundbreaking research in tandem with their coursework
1.2. Michigan Food Hub Learning and Innovation Network	Innovation, Talent	2018 start; ongoing	<ul style="list-style-type: none"> ● Kresge Foundation ● W.K. Kellogg Foundation 	<ul style="list-style-type: none"> ● Provides development and leadership expertise for Michigan businesses that facilitate the aggregation, storage, processing, distribution, and/or marketing of local and regional food products. ● Convenes three statewide food hub network meetings per year to create a space for learning and innovation in food hubs and regional food commerce. ● Responds to emerging food hub needs through regional and local food hub meetings, conferences, learning sessions, webinars, trainings, and context-specific tool development. ● Engages and recruits food hubs led by historically marginalized farmers and organizations representing food and health needs of low-income communities to participate and have leadership opportunities in all aspects of the network.
1.3. Conquer Accelerator	Innovation, Talent	Ongoing	<ul style="list-style-type: none"> ● MSU Research Foundation 	<ul style="list-style-type: none"> ● 35 startups since 2015 ● \$31 million in additional funding raised by startups ● 12 companies led by underrepresented founders ● 5 successful exits to date

Related Activities, Programs, or Initiatives	Talent, Innovation, Place, or Connections	Timeline	Resources	Indicator/Measure of Success
1.4. MSU Innovation Center	Innovation, Talent, Connections	Formed 2012; ongoing	<ul style="list-style-type: none"> ● MSU Research Foundation ● Michigan Economic Development Corporation ● U.S. Economic Development Administration 	<ul style="list-style-type: none"> ● FY22: \$25M in sponsored project funding in 393 separate projects; 157 new inventions disclosed; \$4M in royalty revenue, 29 executed license agreements and 2 new startup companies. ● The Grand Rapids Innovation Park (GRIP) is a health care innovation hub encompassing the Grand Rapids Research Center and Doug Meijer Medical Innovation Building. \$203 million in economic activity; \$339 million in economic impact supporting over 2,000 jobs. ● A 30-year partnership with Henry Ford Health System in Detroit, creating a locus of collaborative research and innovation aimed at improving health outcomes.
1.5. Institute for Advanced Composites Manufacturing Innovation Scale-Up Research Facility (IACMI)	Innovation, Talent, Connections	Founded 2015; ongoing	<ul style="list-style-type: none"> ● U.S. Economic Development Administration ● Michigan Economic Development Corporation ● Michigan State University 	<ul style="list-style-type: none"> ● 8 current technical projects with innovations created in Michigan ● 10 Michigan companies participating in current IACMI projects ● 300+ K-12 STEM participants in Michigan ● 460 participants in composite training workshops

Related Activities, Programs, or Initiatives	Talent, Innovation, Place, or Connections	Timeline	Resources	Indicator/Measure of Success
AREA OF ACCOMPLISHMENT 2: ENHANCING PLACE THROUGH COMMUNITY ENGAGEMENT				
<p>2.1. Center for Community and Economic Development (CCED): Located in the City of Lansing, CCED is committed to creating, applying, and disseminating valued knowledge through responsive engagement, strategic partnerships, and collaborative learning. The center is dedicated to co-creating sustainable prosperity and equitable economies with communities across the state.</p>	<p>Talent, Place, Innovation, Connections</p>	<p>Formed in 1969; ongoing</p>	<ul style="list-style-type: none"> ● U.S. Economic Development Administration ● State of Michigan ● Michigan State University 	<ul style="list-style-type: none"> ● Thinkers and Doers: an ongoing collaboration between creative and innovative thinkers and accomplished doers in Lansing. These collaborators meet at topic-specific events to combine their skills to put community vision to action, contributing to the community's vitality, uniqueness, and betterment. ● Comprehensive Economic Recovery Initiative (CERI): CERI provided education, training, technical assistance, and research in partnership with communities and regions in Michigan hard-hit by the COVID-19 pandemic. ● CERI awarded \$60,000 to 16 local and regional projects across Michigan in the following focus areas: circular economies, financial resiliency, 21st-century infrastructure, and resiliency planning.
<p>2.2. Julian Samora Research Institute (JSRI): JSRI's mission is the generation, dissemination, and application of knowledge to serve the needs of Latino communities in the Midwest and across the nation, with emphases on health disparities, entrepreneurship, and service delivery system gaps.</p>	<p>Talent, Place, Innovation</p>	<p>Ongoing</p>	<ul style="list-style-type: none"> ● Latino Farmers and the Adoption of Technology: USDA and National Institute of Food and Agriculture: \$649,036 	<ul style="list-style-type: none"> ● North Central Education/Extension and Research Activity (NCERA 216): Encourages and fosters multidisciplinary research, education, and outreach to the growing Latino/a and immigrant populations. ● Latino Farmers and the Adoption of Technology: A three-pronged project that includes research on the motives Latino/a farmers have for adopting new and appropriate technologies; an extension component will familiarize participants with technologies; the education component will teach them how to do farm financial analysis and apply for credit.

Related Activities, Programs, or Initiatives	Talent, Innovation, Place, or Connections	Timeline	Resources	Indicator/Measure of Success
2.3 MSU Extension and AgBioResearch: Educators help local communities work together in developing strong economic blueprints that strengthen relationships, build trust and capacity, and strengthen “social capital.”	Place, Connections	Ongoing	<ul style="list-style-type: none"> ● College of Agriculture and Natural Resources ● U.S. Department of Agriculture ● U.S. Rural Development Agency 	<ul style="list-style-type: none"> ● Every dollar the state invests in MSU AgBioResearch and MSU Extension stimulates another \$1.81 in state economic activity and state tax revenues. ● The state’s \$61.9 million investment in AgBioResearch and Extension generates nearly \$1 billion for Michigan’s residents. ● Focus areas through four institutes: Agriculture/Agribusiness; Children and Youth; Community, Food and Environment; Health and Nutrition
2.4. Charles Stewart Mott Department of Public Health	Place, Connections	Ongoing	<ul style="list-style-type: none"> ● College of Human Medicine ● Charles Stewart Mott Foundation 	<ul style="list-style-type: none"> ● Partners in the community help fuel the efforts with resources and a shared commitment to improving lives with more than 30 organizations collaborating on Flint research.
2.5. Urban Collaborators: Promotes healthy and sustainable communities within Michigan core cities through applied, practical, and people-centered scholarship and engagement, addressing issues of work and entrepreneurship, use of urban buildings and space, organizational capacity building, reinforcing ethnic neighborhoods, creating safe environments and promoting basic community needs.	Place, Innovations	Ongoing	<ul style="list-style-type: none"> ● Michigan State University School of Planning, Design and Construction ● MSU Urban & Regional Planning program 	<ul style="list-style-type: none"> ● Focus on Detroit, Grand Rapids, Warren, Lansing, Flint, Kalamazoo, Pontiac, and Saginaw ● Offer minigrants to encourage applied research. ● Capstone practicum allows students and university faculty to work on community issues with community partners for an entire semester, assisting ethnic neighborhoods, creating capacity building, fostering safe environments, and promoting basic community needs.

Related Activities, Programs, or Initiatives	Talent, Innovation, Place, or Connections	Timeline	Resources	Indicator/Measure of Success
AREA OF ACCOMPLISHMENT 3: DEVELOPING THE NEXT GENERATION OF TALENT				
3.1. Office of College Access Initiatives	Talent	Ongoing; Upward Bound was established at MSU in 1964, and GEAR UP was established in 1998.	<ul style="list-style-type: none"> ● Upward Bound: Funded for five years through the Department of Education for \$287,537 annually. ● GEAR UP: Funded for seven years through the Department of Education for \$336,000 annually; local and state match of \$205,000 annually. 	<ul style="list-style-type: none"> ● Programs such as Gaining Early Awareness and Readiness for Undergraduate Programs (GEAR UP) and Upward Bound build youths' capacity for success in post-secondary education, providing academic enrichment programs to increase the number of students from disadvantaged backgrounds who complete high school and enroll in post-secondary institutions, including career exploration. ● GEAR UP serves about 1,400 students annually. ● Upward Bound serves over 60 students. ● Year-round programs for students including career exploration opportunities in the summer.
3.2. Experiential Learning Programs	Talent, Place	Ongoing	<ul style="list-style-type: none"> ● Office of Career & Professional Development ● MSU Extension Connecting Entrepreneurial Communities Board ● Employers ● All colleges 	<ul style="list-style-type: none"> ● Over the five academic years during the period from 2015-2020, approximately 15,821 students participated in for-credit cooperative or internship experiential learning opportunities. ● 849 unique, officially reported employers participated during the same period.

Related Activities, Programs, or Initiatives	Talent, Innovation, Place, or Connections	Timeline	Resources	Indicator/Measure of Success
<p>3.3. Apple Developer Academy: The Academy focuses on coding, design, entrepreneurship, and essential professional skills, offering two programs that give learners over the age of 18 the opportunity to build a foundation for work and a career in an app economy. It is a nine-month program offered in person, 20 hours per week.</p>	<p>Talent</p>	<p>Opened 2021; ongoing</p>	<ul style="list-style-type: none"> ● Gilbert Family Foundation, in partnership with Rocket Companies 	<ul style="list-style-type: none"> ● The first class was made up of a diverse group of 100 learners, age 18 to 60, who received 10 months of comprehensive app development and entrepreneurial training, giving them the tools to create the next generation of cutting-edge apps. ● 2023 graduating class of 175 ● Enrollment is available at no cost. ● Academy students work on real-world challenges and connect with community and industry partners.
<p>3.4. STEM Teaching and Learning Facility</p>	<p>Talent</p>	<p>Opened 2021; ongoing</p>	<ul style="list-style-type: none"> ● State of Michigan ● MSU Health Sciences 	<ul style="list-style-type: none"> ● State of Michigan ● Enrolled credit hours in STEM-related courses at MSU have increased 40% in the last decade. ● Facility adds more than 100,000 square feet of teaching and lab space. ● The facility has four main goals: to increase interdisciplinary connections within STEM and across other disciplines; provide experiential learning opportunities in STEM; increase the inclusivity in STEM learning environments; and improve student preparation for entering or continuing in STEM fields.

Related Activities, Programs, or Initiatives	Talent, Innovation, Place, or Connections	Timeline	Resources	Indicator/Measure of Success
<p>3.5. Center for Community Engaged Learning: Through the Community Engagement Scholars Program and curricular community-engaged learning opportunities that the center facilitates, students work with local, regional, and global community partners on various initiatives.</p>	<p>Talent, Place</p>	<p>Ongoing</p>		<ul style="list-style-type: none"> ● Michigan State University is ranked #2 in Service Learning among all U.S. public four-year institutions by <i>U.S. News & World Report</i>. ● For the 2021-2022 academic year, there were 27,164 student community-engaged learning registrations. Of those registrations, 33% (8,978) participated in community-engaged learning as part of an academic course or program and 67% (18,186) participated in co-curricular community service and engagement. ● The Engaged Scholars program, now in its eighth year, has over 75 scholar alumni, including graduate student coordinators.

3 GROWTH AND IMPROVEMENT PLAN (1554/1500-2000)

The self-study provided critical data to inform the process of identifying growth and improvement goals. For example, faculty and staff identified virtually all of the items on the survey as important or very important (>75%), with the exception of the need to designate one entity as the first point of contact. However, external stakeholders identified the issue of how to connect into the university as one of their most prevalent concerns. Moreover, faculty and staff reported a significant disconnect between the importance of the practices on the survey and MSU's performance, particularly in the areas of "supportive culture", where only 10-20% of respondents indicated that MSU performed well or very well. In the areas of talent and place, respondents indicated somewhat less of a disparity between importance and performance, but still significant gaps of 35-50%. These data were essential in highlighting areas for improvement.

While MSU has a considerable collection of strengths and accomplishments, we recognize the opportunity to build on our assets to become stronger in three key areas: 1) enhance development of an equitable innovation economy; 2) create internal structures and processes that support economic engagement; and 3) increase talent development efforts.

Enhance Development of an Equitable Innovation Economy

Over MSU's long history, faculty, students and community partners have worked to co-create economic and community development initiatives with disenfranchised communities. The self-study identified no fewer than eight campus units dedicated to engaging in significant economic development activities with external stakeholders across our region and the state. These partnerships are critical to reverse and overcome social and economic disparities that persist in our society. Notably, federal agencies such as the National Science Foundations are using the power of the funding process to prioritize capacity building, interventions, and diversification to bolster research impact. While some progress has been made, the self-study, combined with the strategic plan and DEI plan highlight that much more is necessary to create an economy where equitable opportunity provides access to all to join the prosperous economy.

The MSU Research Foundation effort to build capacity to serve underserved communities is a good example. The Conquer Accelerator Program selects 5 startup teams to participate in a 10-week business acceleration program. This program is in East Lansing in the summer and in Grand Rapids in the fall. Challenges in recruiting diverse startup teams to apply to the program led to the creation of the Conquer Accelerator Diversity in Entrepreneurship Program (CADE). CADE pairs diverse students with startup companies going through the Conquer program. This fast-paced environment involving entrepreneurs, founders, and venture capitalists allows CADE interns to learn the startup

experience by becoming part of the team. Conquer and CADE will be extended to Detroit as part of the Henry Ford Health + MSU collaboration.

To further expand its DEI programming, the Research Foundation has requested \$3 million over 4 years to support early-stage high-tech development in Grand Rapids, Lansing, Traverse City, and Detroit for socially and economically disenfranchised individuals. The grant, submitted to the Minority Business Development Agency, would create new opportunities, economic diversity, and resilience, and strengthen sustainability in populations underrepresented in business and technology. These include programs around education, training, seminars, accelerators, mentoring, pitch events, networking and informational platforms, internships, and fellowships, and would expand services already being offered generally, but not specifically targeting underrepresented groups.

Other promising programs include the Women in Private Equity and Venture Capital Program and the Multicultural Business Program. The Burgess Institute at the Broad College of Business also supports programming around inclusive business initiatives for underrepresented students in East Lansing. This includes development, coaching and support of diverse entrepreneurs looking to scale tech businesses.

Create Internal Structures and Processes That Support Economic Engagement

To advance MSU's economic engagement agenda, the culture, structures, and processes that support, recognize, and reward economic engagement must be in place. Thus, the goal of creating that culture, structures, and processes are built into the growth and improvement plan itself.

We have substantial knowledge on which to build about institutionalization of engagement, having a great deal of experience doing so in the community engagement space writ large through the work of MSU's Office of University Outreach and Engagement, as well as having been part of the national Promotion and Tenure in Innovation and Entrepreneurship initiative.

To that end, the growth and improvement plan identifies five areas within which we will advance institutionalization of economic engagement: 1) creation of a university-wide council; 2) promotion and tenure; 3) establishing economic engagement as a core part of MSU's land-grant and engagement mission; 4) capacity-building for faculty, staff, and students; and 5) accountability of activities and outcomes through evaluation and reporting.

As noted, the self-study process uncovered many independent groups on campus that significantly engage in economic development activities. However, they act independently, with no common direction, coordination, or motivation to collaborate or realize synergies of scale or shared networks. We will develop a council, recognized by university leadership, to create shared strategic

objectives, connectivity and synergies across the groups. The council will, with input from internal and external stakeholders, develop recommendations for leadership on organizational structures and roles to improve partner access and develop university-level accountability and reporting mechanisms. Potential solutions include the appointment of an executive position with responsibility for economic development university-wide, or, at a minimum, a mandate for the council to address those goals. The council will also work to increase the importance of economic engagement in strategic planning documents and implementation activities to take place in the coming years.

Moreover, it is a well-recognized reality that most U.S. universities do not measure or value metrics of entrepreneurship, translation of innovation, or community-engaged research, teaching, and service - that is, of economic impact. Publications in academic journals, grant funding, and teaching remain the coin of the realm when evaluating candidates for promotion and tenure (P&T). This phenomenon was studied, and potential solutions developed, in the NSF-funded PTIE project, referenced earlier, that involved more than 15 universities, MSU among them. Four core elements were proposed as a framework for advancing entrepreneurship and innovation, and the resulting publication in a policy forum in the journal *Science* (Science 373:1312) included two members of our IEP team as co-authors. Using the PTIE guidelines as a framework, we will leverage our participation as part of an academic strategic planning proposal that has been selected to move forward by the Office of the Provost, intended to facilitate the expansion of criteria for P&T to include heretofore unrecognized types of work that have real-world impact, including TIP activities.

Increase Talent Development Efforts

MSU has a long history of creating talent; it was one of the main reasons for our creation. Over the years, as the economy has changed, so have our efforts. Talent development activities must be flexible and reflect the ever-changing economy. Experiential learning programs, establishment of the Center for Community-Engaged Learning, internship placements, entrepreneurial programs, and other opportunities afforded students during their time here have expanded.

Given today's competitive job market and workplace environment, MSU must increase efforts at talent development by listening to external stakeholders at the local and private sector levels, expanding certificate programs, and reconceptualizing the notion of who constitutes a student. Several initiatives are underway, but we recognize the need to be more flexible to the needs of both the student and the ever-changing workplace and economic environment.

And the university is paying attention. The academic strategic planning proposal competition occurring over the past year yielded several proposals for initiatives designed to address the needs of nontraditional students - people already in the workforce, those who have some college credit, but not have finished their degrees, older people or retirees seeking new job skills and knowledge,

first-generation students, and pre-college students who form the next generation of workers. One well-received proposal is to establish a Lifelong Learning Institute (LLI) that can form a central coordination hub for learners across the lifespan, with a heavy emphasis on youth pipelines and workforce development. Building on existing offerings within colleges and units, the LLI would provide resources and supports for the academic units to better publicize, enroll, and manage participating students while working with community and business to identify gaps that units might determine to be opportunities to create curricula.

Another promising approach is the MSU Research Foundation effort to build an accelerator program with the MSU Federal Credit Union and collaborate on developing certificate programs in insurance and finance, internship opportunities, sponsor tech career days and recruitment, and develop a technology fellows program that would involve cross-disciplinary student teams to look at concerns, issues and solutions in the tech industry. Given the Lansing region is now home to other large insurance companies, they have expressed interest partnering with us on these initiatives.

In a different vein, the Data Science Summit brings together students and faculty from data science programs across campus to hear speakers from industry seeking collaborations. We will develop similar approaches in sectors such as mobility, agriculture, medical technology, venture capital, private equity and investment management and other areas of MSU strength. Moreover, work is beginning with local investors, government agencies, private corporations, and Smart Zones to attract interesting high-tech high-growth businesses to the state of Michigan and foster collaborations with MSU. All of these areas reflect the changing economic structure of the Lansing region and the state of Michigan generally.

SUMMARY OF GROWTH AND IMPROVEMENT PLAN

Related Objectives	Activities	Timeline	Resources	Indicator/Measure of Success
GROWTH/IMPROVEMENT GOAL 1: ENHANCE DEVELOPMENT OF AN EQUITABLE INNOVATION ECONOMY				
1.1. Expand the Entrepreneurship & Innovation support infrastructure to include the Detroit region in partnership with Henry Ford Health Systems.	<ol style="list-style-type: none"> Expand Conquer Accelerator program as part of Henry Ford Health + MSU partnerships. Establish touchdown spot on MSU-Henry Ford campus. 	Started Spring 2014 and ongoing	<ul style="list-style-type: none"> MSU Research Foundation HFHS MSU Health Sciences 	<ul style="list-style-type: none"> 5 cohort teams on track to complete first program by May 2024 MSU Research Foundation to sign an office lease in the MidTown Detroit neighborhood area and adjacent to the Henry Ford Medical Center by May 2024
1.2. Collaborate with regional Economic Development Organizations to secure funding for and execute programs that build our economic development capacity.	<ol style="list-style-type: none"> Create sector-specific start-up acceleration programs in agriculture, insurance, mobility, manufacturing, health, and others. Submit “moonshot” grant applications to EDA, NSF, MEDC, and other funders. Leverage and build upon T3N, MTRAC, and local LDFA funding programs to bridge the gap between the lab and real world. 	Spring 2015 and beyond	<ul style="list-style-type: none"> MSU Research Foundation Regional SmartZones MSU Innovation Center corporate sponsors Federal funding programs Like-minded foundations 	<ul style="list-style-type: none"> # of new startups Funding (dilutive and non-dilutive) New job creation New product developments Investment leverage
1.3. Pursue digital health initiative with Henry Ford linking Detroit, Lansing, and Grand Rapids, with benefits for rural communities across the state.	<ol style="list-style-type: none"> Pilot study for proving ground and entrepreneurship support in Detroit Ecosystem development 	Spring 2024 and beyond	<ul style="list-style-type: none"> NSF MEDC Regional SmartZones Henry Ford Health System 	<ul style="list-style-type: none"> Number of companies served Number of companies created Funds raised (dilutive and non-dilutive) Jobs created Underrepresented founders Facility utilization
1.4. Develop MSU as an anchor institution for the tri-county region.	<ol style="list-style-type: none"> Join Coalition of Urban Universities (CUMU) Anchor Learning Network (ALN). Develop Anchor Institution Plan. 	Fall 2023 to Fall 2025	<ul style="list-style-type: none"> CUMU ALN UOE staff time 	<ul style="list-style-type: none"> Creation of an Anchor Institution committee Creation of Anchor Institution plan Presentation of plan to executive leadership
1.5. Increase local economic programs support in underserved communities.	<ol style="list-style-type: none"> Conquer Acceleration Diversity in Entrepreneurship Program expansion Regional SmartZone collaborations with One and All, Elevate, Level Up, and The Hatch. 	Ongoing	<ul style="list-style-type: none"> NSF MEDC Regional SmartZones LDFA 	<ul style="list-style-type: none"> Number of companies served Number of companies created Funds raised (dilutive and non-dilutive) Jobs created Underrepresented founders Facility utilization

Related Objectives	Activities	Timeline	Resources	Indicator/Measure of Success
GROWTH/IMPROVEMENT GOAL 2: CREATE INTERNAL STRUCTURES AND PROCESSES THAT SUPPORT ECONOMIC ENGAGEMENT				
2.1 Create university-wide economic engagement council.	<ol style="list-style-type: none"> Determine and implement effective structure, charge, and membership, including community partners/stakeholders, for council. Convene regularly (intervals TBD). Seek funding for one dedicated staff member to coordinate. 	Fall 2023 to Spring 2024	<ul style="list-style-type: none"> IEP group Provost's Office Office of Research and Innovation 	<ul style="list-style-type: none"> Council structure, membership, and charge identified. Council convenes and addresses relevant issues. Staff member hire.
2.2. Expand promotion and tenure (PT) guidelines.	<ol style="list-style-type: none"> Using PTIE recommendations, develop and promote guidelines and process for departments to address TIP work in PT. Consult with partner departments on implementation of PT guidelines. Provide professional development for faculty, administrators, and review committees on PT in TIP. 	Spring 2024 to Spring 2029	<ul style="list-style-type: none"> PTIE Network Engagement Scholarship Consortium Office of Faculty and Academic Staff Affairs Provost's Office Partner departments (TBD) 	<ul style="list-style-type: none"> University-level guidelines are developed. Departmental partners have reviewed and revised PT guidelines. Departmental partners have engaged in professional development on evaluation of economic engagement work in PT.
2.3. Promote economic engagement more fully as part of MSU mission.	<ol style="list-style-type: none"> Identify and promote common definition of economic engagement. Share direct messaging from university leadership (President, Provost, VPR) that this activity is valued and supported. Create economic engagement communicators group. Economic engagement is reflected in public catalog/maps and communication stories. Highlight awards for TIP work. Identify central connection point for external stakeholders. 	Spring 2024 to Spring 2027	<ul style="list-style-type: none"> Economic Engagement Council (to be developed) Provost's Office President's Office Research Office University Communications Institutional Research University Outreach and Engagement MSU Innovations Institutional Research Office 	<ul style="list-style-type: none"> Common definition is developed and begins to be used in communications and websites. Communicators group is formed. Public maps/catalogs of public engagement reflect TIP work. TIP work has university-level award. Central connection point identified and implemented.
2.4. Build capacity for faculty, staff, and students to engage in economic and community development activities.	<ol style="list-style-type: none"> Offer professional development for faculty, staff, and students to engage in economic and community development activities. Expand student opportunities for economic development work 	Fall 2024 to Spring 2028	<ul style="list-style-type: none"> Research Office Faculty and Academic Staff Affairs 	<ul style="list-style-type: none"> Faculty, staff, and students participate in professional development. Outreach and Engagement Measurement Instrument documents increasing numbers of faculty and academic staff engaged in work.

Related Objectives	Activities	Timeline	Resources	Indicator/Measure of Success
	<p>through community-engaged learning and internships.</p> <ol style="list-style-type: none"> 3. Develop small grants program for faculty and staff to advance TIP work. 4. Integrate EIR, MIR, and Commercialization postdocs into research labs. 		<ul style="list-style-type: none"> ● Center for Community Engaged Learning ● Burgess Institute ● University Outreach and Engagement 	<ul style="list-style-type: none"> ● Increased numbers of students participate in economic/place-focused CEL and internships. ● Small grants program is piloted. ● Postdocs are in labs.
<p>2.5 Create evaluation system for ongoing assessment of progress on economic development goals</p>	<ol style="list-style-type: none"> 1. Identify and expand as needed university data sources and metrics for TIP work. 2. Identify measurable goals for deans and chairs for corporate engagement & innovations. 3. Create annual report and dashboard on economic engagement. 	<p>Fall 2024 to Spring 2029</p>	<ul style="list-style-type: none"> ● Institutional Research ● University Outreach and Engagement ● Office of Sponsored Programs ● University Communications ● MSU Innovations ● Data analyst 	<ul style="list-style-type: none"> ● Data sources are identified. ● Annual report is produced.

Related Objectives	Activities	Timeline	Resources	Indicator/Measure of Success
GROWTH/IMPROVEMENT GOAL 3: INCREASE TALENT DEVELOPMENT OPPORTUNITIES				
3.1 Conduct planning for Lifelong Learning Institute (pre-college pipeline, workforce development, older adults).	<ol style="list-style-type: none"> 1. Conduct market analysis. 2. Conduct landscape analysis of existing programs. 3. Submit full proposal (pre-proposal has been approved) for planning year to Office of the Provost. 	Summer 2023 to Spring 2024; then assess status	<ul style="list-style-type: none"> ● Office of the Provost (\$750,000 to be requested) ● Project coordinator ● University Outreach and Engagement ● AgeAlive ● Colleges ● MSU Extension ● Faculty and Academic Staff Affairs 	<ul style="list-style-type: none"> ● Market analysis complete and proposal submitted. <p>If approved:</p> <ul style="list-style-type: none"> ○ Number of courses offered ○ Number of students by group ○ Job placement success for applicable students ○ Revenue generated
3.2. Advance academic strategic planning proposals for nontraditional student success and post-graduate skills development	<ol style="list-style-type: none"> 1. Implement toolbox for some college/no degree population to ensure their success. 2. Create stackable certificates within graduate degree programs for working students. 3. Build Green & White Glove Service program to permit employers to sponsor workplace learners. 4. Solicit workforce development needs from business partners to identify growth opportunities for curriculum. 	Spring 2023 to Spring 2028	<ul style="list-style-type: none"> ● Institutional Research ● Undergraduate Education ● Graduate School ● Center for Teaching and Learning Innovation ● Admissions ● Government Relations ● Office of Financial Aid ● Colleges 	<ul style="list-style-type: none"> ● Development of resources proposed ● Number of some college/no degree students completing degrees at MSU ● Number of students completing stackable certificates ● Number of graduate degrees awarded through stackable certificates program ● Number of employers partnering to sponsor workplace learners ● Number of learners sponsored through Green & White Glove Service Program
3.3. Develop pre-college strategy.	<ol style="list-style-type: none"> 1. Convene pre-college strategy committee. 2. Identify pipeline approach for gifted and/or underrepresented students with Office of Admissions. 3. Assess talent development opportunities with pre-college network. 	Fall 2023 to Spring 2025	<ul style="list-style-type: none"> ● MSU Pre-College Network ● University Outreach and Engagement ● Office of Admissions ● Youth Programs Office ● Office of College Access Initiatives ● All colleges 	<ul style="list-style-type: none"> ● Strategies identified and implemented ● Opportunities assessed ● Number of pre-college students entering MSU, by major ● Number of underrepresented students entering MSU, by major

Related Objectives	Activities	Timeline	Resources	Indicator/Measure of Success
<p>3.4. Promote careers in electric vehicles and mobility as part of Michigan Economic Development Corporation's new Talent Action Team</p>	<ol style="list-style-type: none"> 1. Initiative provides scholarships of up to 10,000 to up to 350 top tech students if they sign letter of employment with approved companies and commit to staying on job for 12 months 2. Support electrical engineering and software development students in preparation for post-career in program 	<p>Fall 2023, ongoing</p>	<ul style="list-style-type: none"> ● Michigan Economic Development Corporation ● MSU College of Engineering ● University of Michigan ● Michigan Tech University ● Michigan Works! Agencies 	<ul style="list-style-type: none"> ● Increase number of electrical engineers and software developers in Michigan ● Number of MSU students receiving scholarships ● Meet annual demand of 500-600 electrical engineers and software developers
<p>3.5. Increase 6-year graduation rate.</p>	<ol style="list-style-type: none"> 1. Continue First-Generation College Student Initiative. 2. Continue Inclusive Campus Initiative. 3. Strengthen advising. 4. Strengthen supports for student health and well-being. 	<p>Ongoing to 2030</p>	<ul style="list-style-type: none"> ● Undergraduate Education ● Admissions ● Institutional Diversity and Inclusion ● College Access Initiatives ● Student Health and Wellbeing ● Migrant Student Services ● Student Life and Engagement 	<ul style="list-style-type: none"> ● Number of 6-year graduates, by group ● Number of advisors ● Increase in student perceived health ● Increase in student perceived belonging