The complexity and scale of societal challenges demand agile and rigorous solutions that can emerge only through exceptional research, teaching and collaborations. This strategic plan advances our land-grant and world-grant legacy, and guides our investments to ensure that we lead in discovering and disseminating essential patterns of social interactions and decisions.

This plan was developed via an extremely participatory process. Our Strategic Planning Steering Committee was chaired by Department Chair Walter Hawthorne (History) and School Director Mary Finn (Criminal Justice). This group included one tenure-system faculty from each Department and School, many of whom are also affiliated with Centers/Programs/Institutes, as well as two fixed-term faculty, one staff member, three alumni, one undergraduate student, one graduate student, and two representatives from MSU as a whole. The committee met monthly to debate, disagree, and eventually fight for consensus. The discussions were directly informed by a College-wide survey, ably synthesized by the Faculty Advisory Council, regular consultation with Chairs and Directors, and a series of strategic questions explored by the Associate Chairs. In addition, we held two College-wide retreats, together drawing over 450 participants, to solicit feedback and guidance.

I especially want to thank our facilitator, Dr. Alan Glassman. Dr. Glassman planned the meetings, kept the group on track, and continually challenged us to work together for the improvement of the College.

Developing this plan involved making choices. Implementing it will involve even more choices. Our Vision, Values and Mission will guide us in these choices. Equally importantly, we commit to preserving the spirit of the Steering Committee in working together to realize our College-wide identity and advance the common good.

RACHEL T.A. CROSON
Dean, College of Social Science
Our science transforms the human experience and inspires leaders.

We will be global leaders in top-tier research while advancing engaged learning and societal well-being.
QUALITY
We hold ourselves to the highest standards to achieve lasting influence.

INCLUSIVENESS
We foster a culture in which all individuals are valued, respected and engaged so that diverse voices can enrich our work.

CONNECTIVITY
We link with campus and external communities to leverage our strengths and collectively realize our shared goals.

INTEGRITY
We are honest, transparent and courageous in our discovery and dissemination of knowledge.

CREATIVITY
We imagine innovative approaches to understand and improve the world.

EMPOWERMENT
We equip individuals and communities to make informed and just decisions.

VALUES

STEERING COMMITTEE

FACULTY

Stephanie Nawyn
SOCIOLOGY

Jiaguo Qi
GEOGRAPHY, ENVIRONMENT, AND SPATIAL SCIENCES/CENTER FOR GLOBAL CHANGE & EARTH OBSERVATIONS

Mark Roehling
HUMAN RESOURCES AND LABOR RELATIONS

Mark Wilson
SCHOOL OF PLANNING, DESIGN AND CONSTRUCTION

Andrea Wittenborn
HUMAN DEVELOPMENT AND FAMILY STUDIES

Gabriel Wrobel
ANTHROPOLOGY

Sheryl Kubliak
SOCIAL WORK

STUDENTS

Demetrice Jordan
GRADUATE

Leigh Rauk
UNDERGRADUATE

MSU REPRESENTATIVES

Pero Dagbovie
ASSOCIATE DEAN, THE GRADUATE SCHOOL (HISTORY)

Karen Klomparens
FORMER INTERIM DEAN

Alumni

Nick McLaren
FACULTY EXCELLENCE ADVOCATE

ALUMNI

Joe Hollis
Mike Morrow
Ann Tomlanovich

Walter Hawthorne
CHAIR, DEPARTMENT OF HISTORY

Mary Finn
DIRECTOR, SCHOOL OF CRIMINAL JUSTICE
Our scholars engage in sustained research excellence that demonstrates thought leadership. We will increase national and international recognition for top-tier and impactful research that addresses societal challenges.

**THEMATIC AREAS**
The College will support 3-5 thematic areas of research that advance our ability to address societal issues and will achieve national and international recognition.

**COLLABORATIONS**
The College will facilitate and recognize collaborations within and across fields.

**FACULTY EXPECTATIONS**
The College will ensure that each unit defines, communicates, implements and supports high scholarship standards to increase our national and international reputation.

**PHD SUPPORT**
The College will prioritize and support successful and effective doctoral fields.

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**GOAL AREA**

**RESEARCH EXCELLENCE**

- **Grant Gunn, PhD.**
  - A College of Social Science Cryosphere Geographer, measuring ice thickness changes in the Arctic.

**MEASURING OUTCOMES**

- **50% INCREASE**
  - **FACULTY RESEARCH PRODUCTIVITY** to the top half of the AAU*

- **25% INCREASE**
  - **FACULTY WITH NATIONAL AWARDS AND RECOGNITIONS**

- **20% INCREASE**
  - **PERCENTAGE OF FACULTY** as principal investigator on external grants

- **50% INCREASE**
  - **PERCENTAGE OF PHD STUDENTS** with excellent placements

*Association of American Universities
Our students acquire the communication and analytical skills needed to excel in complex and changing environments. We will enhance opportunities to develop these skills through engaged and experiential learning.

**SKILL DEVELOPMENT**
Our faculty will enhance our students’ educational and career success by developing their practical and adaptive skills.

**EXPERIENTIAL AND ENGAGED LEARNING**
The College will facilitate and recognize collaborations within and across fields.

**OPPORTUNITY GAPS**
In order to reduce differential persistence, graduation and rates of academic good standing the College will develop and improve mechanisms to support at-risk students in our ISS and large-enrollment courses.

### MEASURING OUTCOMES

- **REDUCE OPPORTUNITY GAPS**
  - 50% Reduction for underrepresented minority, first generation and low income students in ISS and large-enrollment courses

- **IMPROVE SIX-YEAR GRADUATION RATE**
  - 5% Increase meeting or exceeding the MSU target

- **SUCCESSFUL PLACEMENT RATES OF STUDENTS**
  - 10% Increase in appropriate careers and graduate or professional programs
Our college is open and welcoming, deriving strength from a plurality of identities and lived experiences. We will build a more diverse and inclusive environment to fulfill our mission, consistent with University policies and state and federal law.

**INCLUSIVE CLIMATE**
The College will ensure an inclusive and welcoming environment for its students, faculty, and staff.

**FACULTY HIRING AND RETENTION**
The College will increase the proportion of tenure-system under-represented faculty utilizing aggressive recruitment, outreach and retention strategies.

**DEVELOP FUTURE FACULTY**
The College and its units will develop programs to increase the proportion of under-represented individuals in the academic pipeline utilizing aggressive recruitment, outreach and retention strategies.

**MEASURING OUTCOMES**
- \[\text{INCREASE UNDER-REPRESENTED TENURE-SYSTEM FACULTY in the College}\]
- \[\text{INCREASE UNDER-REPRESENTED PHD STUDENTS in good standing in the College}\]
Our identity establishes us as a destination and a source of expertise. We will further connect with alumni and communities.

**IDENTITY**
In coordination with CABS, the College will leverage MSU’s brand to create a unified College identity.

**ALUMNI ENGAGEMENT**
The College will engage alumni and friends to increase support for our mission.

**EXTERNAL ENGAGEMENT**
Our faculty will engage and include academic and external communities to co-create a more visible societal impact.

**MEASURING OUTCOMES**
- **40% INCREASE**
  - GIFTS
- **10% INCREASE**
  - EXTERNAL PRESS MENTIONS
  - of faculty research or quotes by faculty as experts

Alumnus Curtis Mack speaks with students during Social Science Week.
OUR SCIENCE TRANSFORMS THE HUMAN EXPERIENCE
AND INSPIRES LEADERS

College of Social Science
MICHIGAN STATE UNIVERSITY

socialscience.msu.edu