2024 Annual Report
Organization and Professional Development

MSU Human Resources

Contents

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OPD Executive Summary

In 2023, our targets were simple. 1. Realign our process and strategy to better meet the needs of learners and leaders at MSU. Our intention was to advance learning and professional development, strategically align programs, avoid duplication, increase engagement. 2. Be proactive in organizational efficiencies, weave change management and leader support with strategies for performance management. 3. In all that we do, align with the MSU 2030 strategic objectives. 4. Move intentionally from resilience to regeneration.

Learning and Professional Development

In the past year, our organization has made significant strides in enhancing learning and professional development opportunities for employees. Results from our training programs indicate a notable increase in skill acquisition and knowledge retention, directly contributing to individual and team performance improvements. Furthermore, the implementation of targeted development initiatives has resulted in a more engaged and empowered workforce, driving innovation, and fostering a culture of continuous learning.

New Programs and Increased Participation

The introduction of new programs tailored to meet the evolving needs of our workforce has contributed to an 68% increase in participation over the previous year. These programs not only address current skill gaps but also serve as platforms for fostering collaboration, creativity, and cross-functional teamwork, thereby enriching the overall employee experience and promoting a culture of inclusivity and diversity. Additionally, skill building for essential skills in communication, DEI and interpersonal relationships was offered.

Organization Development

We have experienced a significant expansion in the scope of organizational development activities aimed at enhancing efficiency, agility, and resilience. As we continue to evolve and adapt with the changing environment, our services encompass strategic restructuring, process optimization, and fostering an inclusive work environment conducive to innovation and growth. Supporting new leaders is critical to the success of MSU, and in implementing transformative change successfully. All leaders are change leaders and building awareness and skills in this area is seen as critical.

The strategy of a unit, its people management practices, and alignment with the MSU 2030 plan must operate in alignment. Adopting an integrative approach to the work minimizes performance gaps among individuals and teams. It's important to recognize that these aspects are not isolated tasks but rather integral components of the overall work. By incorporating key strategies, we aim to cultivate a performance-driven culture that celebrates achievement, encourages accountability, and facilitates continuous improvement.

Let 2024 mark the beginning of a new way of thinking about our systems and the impact they have on our people and results. The OPD Annual Report 2024 underscores our collective unwavering commitment to nurturing talent, driving organizational excellence, and fostering a culture of continuous improvement. By prioritizing learning, professional development, and responsible organizational change, MSU will continue to move forward, finding meaningful and sustainable operational success.

Organization Development

2023 Overview

MSU 2030 Strategic Plan Goal: *Support career development and well-being of staff, faculty, and postdoctoral research associates at MSU, focusing on creating a best-in-class workplace culture and environment in which excellence and opportunity thrive.*

The Organization Development (OD) Team contributes to the MSU 2030 Strategic Plan through the facilitation and implementation of a variety of consultative methods and facilitated initiatives. The OD Team strives to foster positive organizational change by developing individuals, teams, processes, and structures to support a rapidly changing environment, adhering to five core principles/concepts:

1. **People First**: People are the most valuable resource in any organization and our work focuses on supporting the enhancement, well-being, and satisfaction of MSU employees at all levels.
2. **Systematic and Systemic**: We follow a systematic approach to change that addresses impacts to people, processes, and structures. We also utilize existing systems, such as Performance Excellence, to drive results and connect individual performers to strategic priorities.
3. **Collaborative and Purposeful Partnerships**: We collaborate and partner with people at all levels of MSU, including leadership, employees, and other stakeholders. We utilize existing resources in units, such as the HR Unit Administrator as a partner in our work with the intention of building lasting skills and ensuring long term support of the project goals and accomplishments.
4. **Commitment to Continuous Improvement**: We encourage a commitment to continuous improvement, acknowledging the need for organizations to be agile and adaptive in today's rapidly changing world.
5. **Data Driven Decision Making**: We use all available data available to identify areas for improvement and measure the impact of our work. We utilize both formal and informal data sets that are rooted in research-based indicators of organizational and employee engagement and success.

Services provided support MSU organizations with efforts related to leader and leadership team development, performance management, organization design, work re-planning, strategic planning, and development of mission/vision/team values.
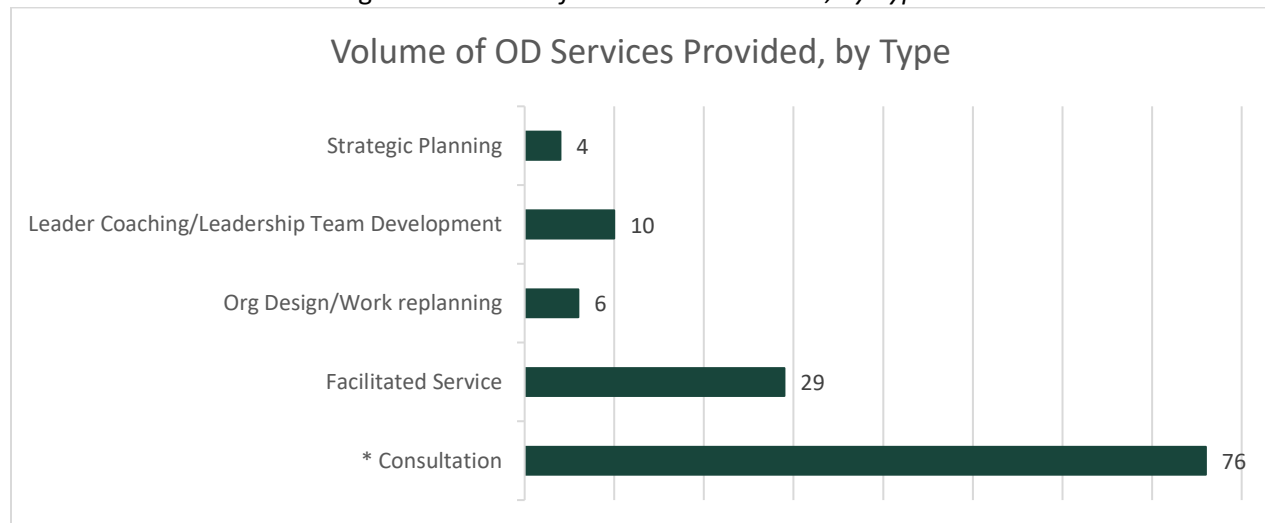
2023 Organization Development Highlights

In 2023, 94.7% of project work consisted of work at the department level or higher. More than half of projects were at the department level and involved working with chairpersons, institute directors, and other department organizational leaders. Approximately 40% of project work supported major administrative units, and involved working with deans, assistant and associate provosts, and other senior organizational leaders.

Figure 1: *2023 Organizational Development Projects*

2023 Organizational Development Projects

Other, 5
MAU/SVP/VP , 39
Dept/AVP , 51
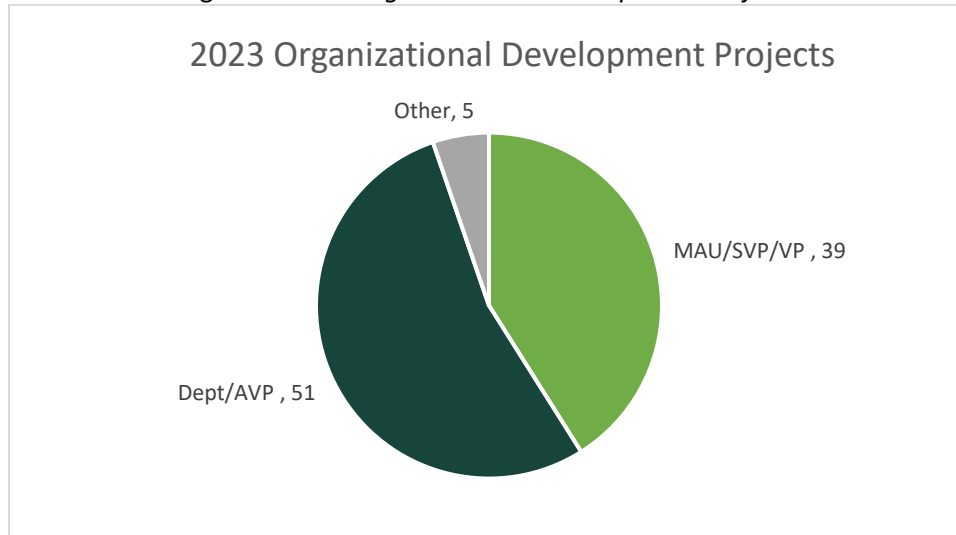
The primary area of work for the OD Team is consultation. Consultation includes a one-time or shorter-term distinct activity as well as a longer-term project support function. Many large-scale projects contain multiple services and smaller projects as part of the overall change initiative, with an OD consultant assigned as a business partner throughout the life cycle of the project. In addition to consulting, our internal consultants will utilize facilitated activities, assessment tools, and other structured activities to achieve a desired goal.

Figure 2: *Volume of OD Services Provided, by Type*

Volume of OD Services Provided, by Type

Service Type	Value
Strategic Planning	4
Leader Coaching/Leadership Team Development	10
Org Design/Work replanning	6
Facilitated Service	29
* Consultation	76

*Consultation captures both the short-term and long-term consultation functions.

Organization Development Priorities and Key Accomplishments

The OD Team focused on two key priorities in 2023—ensuring continual process improvement to enhance service to MSU and develop intentional and collaborative partnerships to build skills across the university to support critical change initiatives and lasting culture change.

Both will continue to be priorities in 2024.

1. **Ensure Continual Process Improvement to Enhance Service**

It is critical to be agile and adaptive and look for opportunities to improve services and for the consulting function to evolve as organizational needs evolve.

Key Accomplishments:
*   Began utilizing DiSC as an introductory part of OD work for teams, including coaching for leader on how to use the information for further development.
*   Developed follow-up sessions for units to continue the development of healthy team dynamics and a shared language using DiSC results.
*   Launch new conflict coaching training to replace Vistelar conflict management.
*   Switched to Office 365 planner for tracking of all OD jobs.

2. **Develop Partnerships and Increase Collaboration**

As people are our greatest resource, we must attend to the growth and development of essential skills to support organizational and culture change.

Key Accomplishments:
*   Developed partnership with Office of Health Affairs HR to support culture and team development in CHM and COM, working with multiple teams and units in both colleges.
*   Supported HR professionals on campus related to coaching leaders through times of change, and ongoing support related to developing baseline knowledge and skills of organization development.
*   Developed a partnership with EAP to refer high level leaders for voluntary ongoing coaching and direct service, dealing with organizational crisis, OIE cases, etc. EAP refers leaders to OPD in cases of multi-faceted issues within a team related to structure, work distribution, team dynamics.
*   Began conducting meet and greet with new leaders to introduce our services and share an overview of specific HR metrics (turnover, PE, succession, etc.) for their unit, college.

Organization Development Client Feedback

Top 5 outcomes reported by clients as part of post project assessment:

1. Improved communication, interpersonal interactions, reduced conflict
2. Increased skills for leader(s), improved leader confidence
3. Increased clarity around unit goals and mission
4. Increased employee engagement
5. Improved productivity and processes

93%

Survey respondents indicated they are likely/extremely likely to utilize services from the OD team in the future.

"…The foundation of the content was specific to positive thinking which touches on high-performing internal and external customer service, team dynamics, change management, conflict management and enhanced communication. Not only did {the team} make an impact on our community, but we have already received feedback from several members asking for us to bring {the team} back for another presentation." –*Associate Professor*

"…sessions that resulted in our team understanding each other better and in the long run being able to interact more effectively with increasingly positive results…"— *Department Manager*

"{Department} has really benefited from our sessions…with the team in OPD. They facilitated very productive conversations that helped us revise our mission, vision and values statements and develop an interaction agreement. Not only does {team} have updated statements, we used the time to reconnect as a team." –*Director*

"{In working with OPD}…I have developed my skillset not only in change management and organizational development, but have become a better leader, communicator and overall advocate for employees at MSU. The experience has been crucial for me in developing my career and navigating the systems of MSU." –*Human Resources Administrator*

"{OPD} has been an excellent and vital resource for me and the other leaders on my team." *Director*

"{OPD} has been a huge asset to our organization as we have navigated organizational restructuring…has been available to address supervisor questions as they work through employee performance issues and provides exceptional feedback and encouragement for them to address the problems." *Director*

"Our leadership often requests {OPD} involvement in meetings because they value her insights on how we can improve or navigate challenging situations. We highly value our relationship with this unit…" *Director*

"{OPD} was integral in getting our vision and goals aligned as a group for {the team}." *Director*
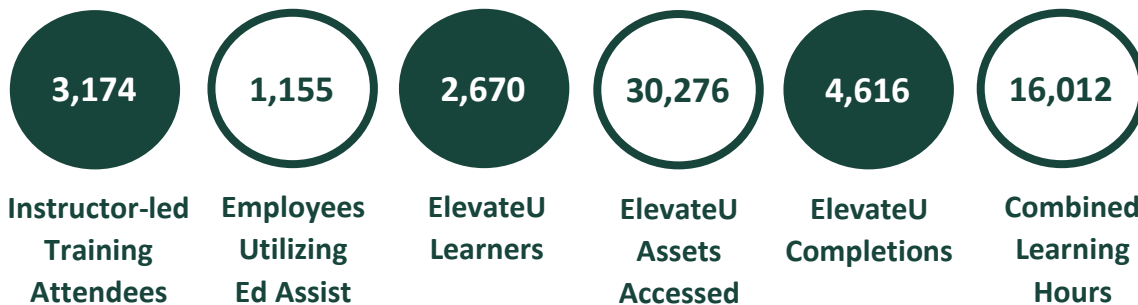
Learning and Development

2023 Overview

In the planning, implementation, and evaluation of learning experiences, we continuously adapt to meet evolving and diverse needs of MSU employees. We focus on targeted skill development, addressing both current and emerging priorities, while fostering safe and inclusive learning spaces. These efforts are directly aligned with the university's strategic plan, driving progress towards its overarching goals and reinforcing the institutional messages of greatest priority. We're proud of our collaborative approach in advancing staff capabilities and ensuring their success in an ever-changing educational landscape.

2023 Learning and Development Highlights

The Learning and Development Team welcomed 3,174 attendees to 105 Instructor-led learning opportunities. This reflects an 68% increase in attendance from the year prior.

Over the same period, Spartans completed 4,616 self-directed learning assets hosted in the ElevateU Learning Management System. In combination, MSU Employees accessing our services logged 16,012 learning hours through these two modalities in 2023. In that time, 1,155 Spartans also found a variety of opportunities to utilize the educational assistance benefits program, spending $370,897.

3,174	1,155	2,670	30,276	4,616	16,012
Instructor-led Training Attendees	Employees Utilizing Ed Assist	ElevateU Learners	ElevateU Assets Accessed	ElevateU Completions	Combined Learning Hours

In addition to the learning successes represented in the learning data note above, the Learning and Development Team celebrated a series of programmatic achievements in 2023.

- Launched 8 new instructor led learning programs. These were created and offered in collaboration with key campus partners to reinforce concepts of greatest institutional priority.
- Successfully upgraded the learning platform for ElevateU, bringing new and improved learning experiences to nearly 20,000 support staff, faculty, and academic staff.
  - New system features include end-to-end tracked learning journeys, AI generated chat simulator, skills benchmarking, instructor led live learning bootcamps, and enhanced customization options.
- Participated in the February 13 response by supporting Community Connections events and via the curation of Trauma Informed Supervision resources.
- Contributed content to the newly redesigned MSU DEI Foundations Course.

Learning and Development Priorities and Key Accomplishments

The Learning and Development Team operates in alignment with Four Strategic Priorities, which are further detailed on page 10. Below are some key accomplishments for each priority area.

1. Adopt a strategic learning framework to align programs and services with industry standards for learning experience design, implementation, and evaluation.
   a. Completed evaluation and redesign of the New Leader Development Series.
   b. Collaborated and supported key partners in the design, delivery, and evaluation of new learning programs. Notable collaborations include Travel at State Day, DEI Foundations, New Hire Orientation, Spartan Experience Record, and Spartan Resilience Program
2. Strengthen internal processes and service delivery through the application of continuous improvement practices.
   a. Implemented catalogue-wide changes to course billing rates, accounting procedures, website, LSO in EBS, communications and evaluations.
3. Execute an internal review of programs and services to ensure DEI best practices are embedded meaningfully.
   a. Completion of the Creating Inclusive Excellence Grant award for the Inclusive Learning Practices initiative. Part two with pilot training program expected in Fall 2024.
   b. Initiated a systematic effort to review all of our course catalogue materials to ensure accessibility standards are met, this work will continue through 2024.
   c. Coordinated a live in-person trauma informed training opportunity with the TSTN for members of the MSU Training & Development Collaborative.
4. Increase use of targeted outreach strategies for purposes of inclusion and alignment of learners with career development and role-specific learning opportunities.
   a. Delivered 7 conference and event presentations on topics of varying focus.
   b. Hosted monthly collaboration sessions with the MSU Training & Development Collaborative.

Learning and Development Client Feedback

Comments sourced from our 2023 program evaluations survey, which is sent to all attendees of OPD hosted programming. Feedback is reported anonymously.

"Love, love, love the last few courses I've taken through OPD!! They are well thought out and presented effectively. Thank you!"

"I appreciated the diversity in the departments/positions that participated in the classroom. This made for great conversation/open discussion and how each department manages their business writing practices."

"These courses are AMAZING! I wish more folks would take them! I tell everyone about them!"

"Thank you for offering classes and programs for professional development and personal growth. It is one of the many perks of working at MSU!!"

"Now that I have had some time to reflect, it's been even more clear how helpful this all was. Without a doubt this was—and I think always will be—my favorite development program I have participated in at MSU."

Learning and Development Strategic Priorities

Strategic Priority 1
Adopt a strategic learning framework to align programs and services with industry standards for learning experience design, implementation, and evaluation.
MSU SP 2030: Goal 2, Objective 3, Strategic Action 3, and Goal 5, Objective 5, Strategic Action 3

Formal Learning	Informal Learning	Program Effectiveness	Strategic Alignment	Leader Development
Increase quality and effectiveness of formal learning programs to reach a larger and more diverse population of learners.	Leverage informal learning techniques to drive learner engagement and extend meaningful learning beyond the classroom.	Ensure effectiveness of programs and services by adopting industry best practices and expanding L&D team capabilities.	Assess ongoing and emerging learning needs to focus resources on the development of solutions in areas of greatest priority.	Curate comprehensive formal and informal learning experiences to serve the multi-disciplinary needs of emerging, established, and advancing leaders.

Strategic Priority 2 MSU SP 2030: Goal 2, Objective 2, Strategic Action 1	Strategic Priority 3 MSU SP 2030: Goal 6, Objective 3 & Objective 4	Strategic Priority 4 MSU SP 2030: Goal 2, Objective 1, Strategic Action 5
Internal Process Strengthen internal processes and service delivery through the application of continuous improvement practices.	**Diversity, Equity, Inclusion Best Practices** Execute an internal review of programs and services to ensure DEI best practices are embedded meaningfully.	**Inclusive Communication** Increase use of targeted outreach strategies for purposes of inclusion and alignment of learners with career development and role-specific learning opportunities.

Instructor-Led Training

Overview

In 2023, we offered a combination of virtual and in-person instructor-led courses. We welcomed 3,174 learners to 121 sessions. In total, MSU employees logged 12,111 learning hours in our course offerings. Expert facilitators offered 465.75 hours of learning. Our team also added eight new course offerings.

Figure 3: *2023 Instructor-Led Training KPIs*

Of the 3,714 participants, 1,345 represent unique individual learners, and 603 were repeat attendees. The 121 sessions encompassed 42 unique course offerings organized into ten distinct content areas.

Table 1: *2023 Program Totals by Content Area*

	Course Participants	Courses Available	Sessions Offered	Learning Hours Offered	Total Learner Hours
Business Analysis	182	4	13	45	661
Communication	244	5	14	86	1,307
Customer Service	46	1	3	6	92
Diversity, Equity, Inclusion	199	4	9	26.5	563
Finance and Accounting	886	6	19	32.5	1,539
Human Resources	50	1	2	3	75
Leadership	128	4	7	49.5	2,060
Management	125	4	9	54	936
Operations	618	4	7	19.75	2,478
Personal Development	296	8	20	85	1,278
Other/Teams	400	2+	18	58.5	1,122
Total	**3,174**	**42**	**121**	**465.75**	**12,111**

Who was learning?

Instructor-led courses welcomed attendees from 10 of MSU's various employee groups. See Appendix 3, Table 14 for a full list of participation by employee group.

Table 2*: Instructor-led Course Participation by Employee Group*

APA	CTU	APSA	FAS	Other
1,180	916	519	145	43

Learners from 51 of MSU's major academic and business units (MAU) participated. Ten of these units contributed more than 100 participants each. The most significant percentage of participation came from the College of Human Medicine, with 213 learners. See Appendix 4, Table 15 for a detailed list of participation by MAU/MBU.

Table 3: *Instructor-led Course Participation by MAU/MBU (Top 5)*

College of Human Medicine	Student, Life and Engagement	College of Agriculture & Natural Resources	College of Osteopathic Medicine	Eli Broad College of Business
213	180	155	147	146

Of the course participants, (8%) were of Hispanic or Latino Origin. 7% of participants were Black or African American, 4% Asian, 1% American Indian or Alaska Native.

Table 4: *Instructor-led Course Participation Demographics*

Sex		
Female	2,409	86%
Male	394	14%
Ethnicity		
Not of Hispanic or Latino Origin	2,590	92%
Of Hispanic or Latino Origin	213	8%
Race		
American Indian or Alaska Native	34	1%
Asian	120	4%
Black or African American	204	7%
Native Hawaiian or Other Pacific Islander	6	.21%
White	2294	82%
None Selected	145	5%
Disability		
Yes	241	9%
No	2,537	91%
Does not wish to answer	25	1%

What were they learning?

Programs offered through Organization and Professional Development are grouped into content areas. Groupings are based on the primary targeted audience and instructional objectives, although many programs could align with more than one content area. A complete list of courses and their designated content area can be found in Appendix 1, Table 13.

Content Area Participation

Finance and Accounting programs had the highest number of participants at 886. Programs within the *Operations* area welcomed 618 learners, while the *Personal Development* area saw 296 learners.

Course Participation

Overall, the program *Introduction to University Procurement and Logistics* grabbed the largest audience with 263 learners in 2023. Participation in *Travel at State Day* (209), *Financial Systems Roles and Onboarding* (199), and KFS Transactional Edocs (194) followed closely behind.

Figure 4: *Instructor-Led Course Participation by Course*
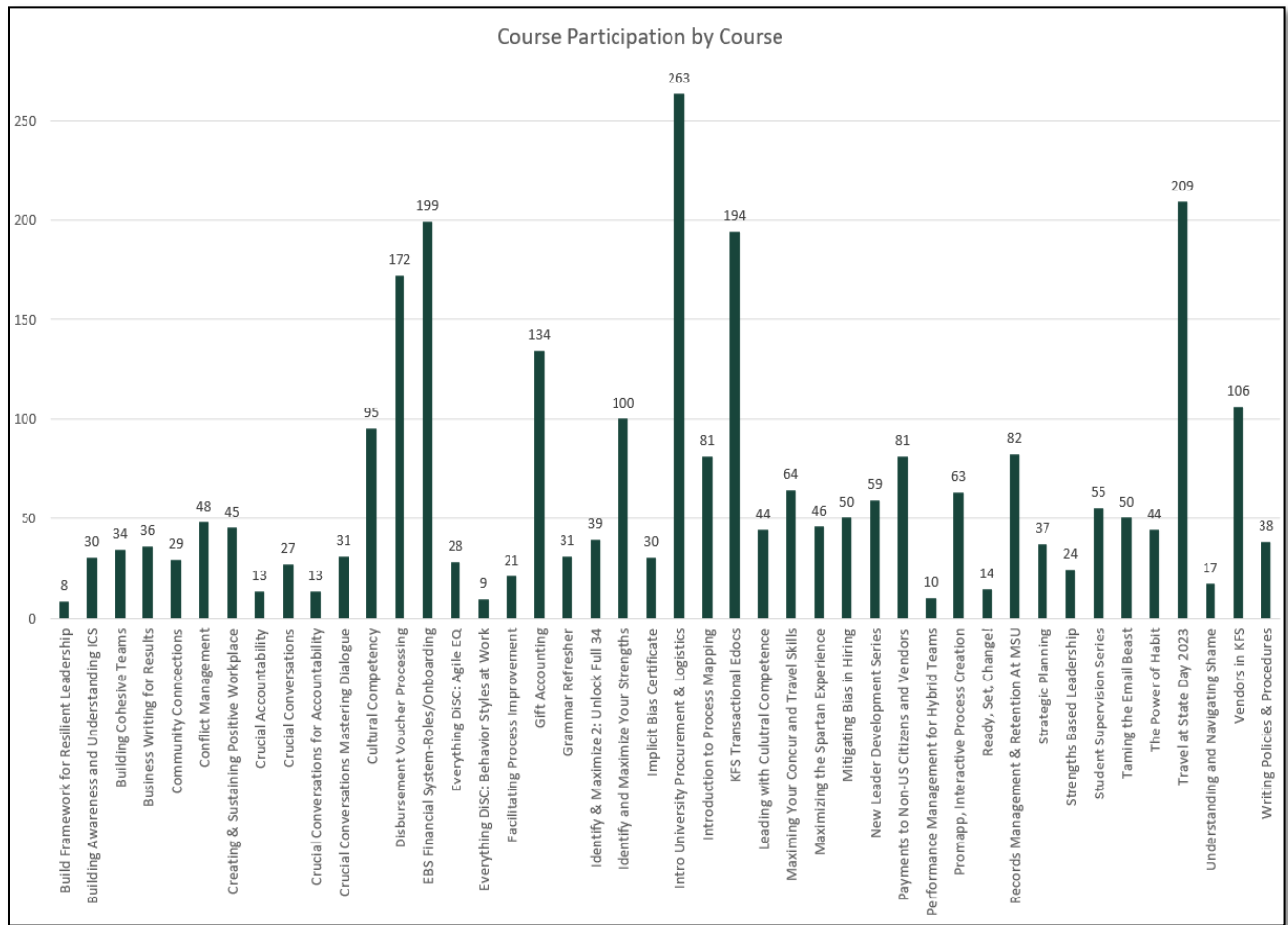
Program Evaluations

What did people think of our programs?

After each course, participants are asked to provide feedback using a standard evaluation survey. In 2023, we collected 386 responses representing 13.8% of the attendees. 85.75% of respondents would recommend the program they attended to someone else.

I felt the content met or exceeded my expectations.

87.31%

I found the content complexity to be just right.

86.77%

My comfort level in starting to apply what I learned in this class is somewhat or extremely comfortable.

88.97%

I agree or somewhat agree that I would recommend this class to others.

96.43%

I would recommend this class to others

Somewhat agree, 10.68%

Disagree, 3.56%

Agree, 85.75%

How effective were our methods?

Well-designed professional development programs consider elements of presentation, facilitation, and production. They include a selection of targeted learning activities and opportunities for engagement. Our course evaluation asks respondents to select the degree to which select program design elements enhanced their knowledge.

For all 11 program elements surveyed via the prompt, the combination of the options *Agree* and *Somewhat agree* make up more than 80% of the responses collected. Consistent with this overall improvement, each individual category element saw shifts toward greater rates of agreement over the last reporting period.

Figure 5: *Program Evaluation Results, My Knowledge was Enhanced by…*
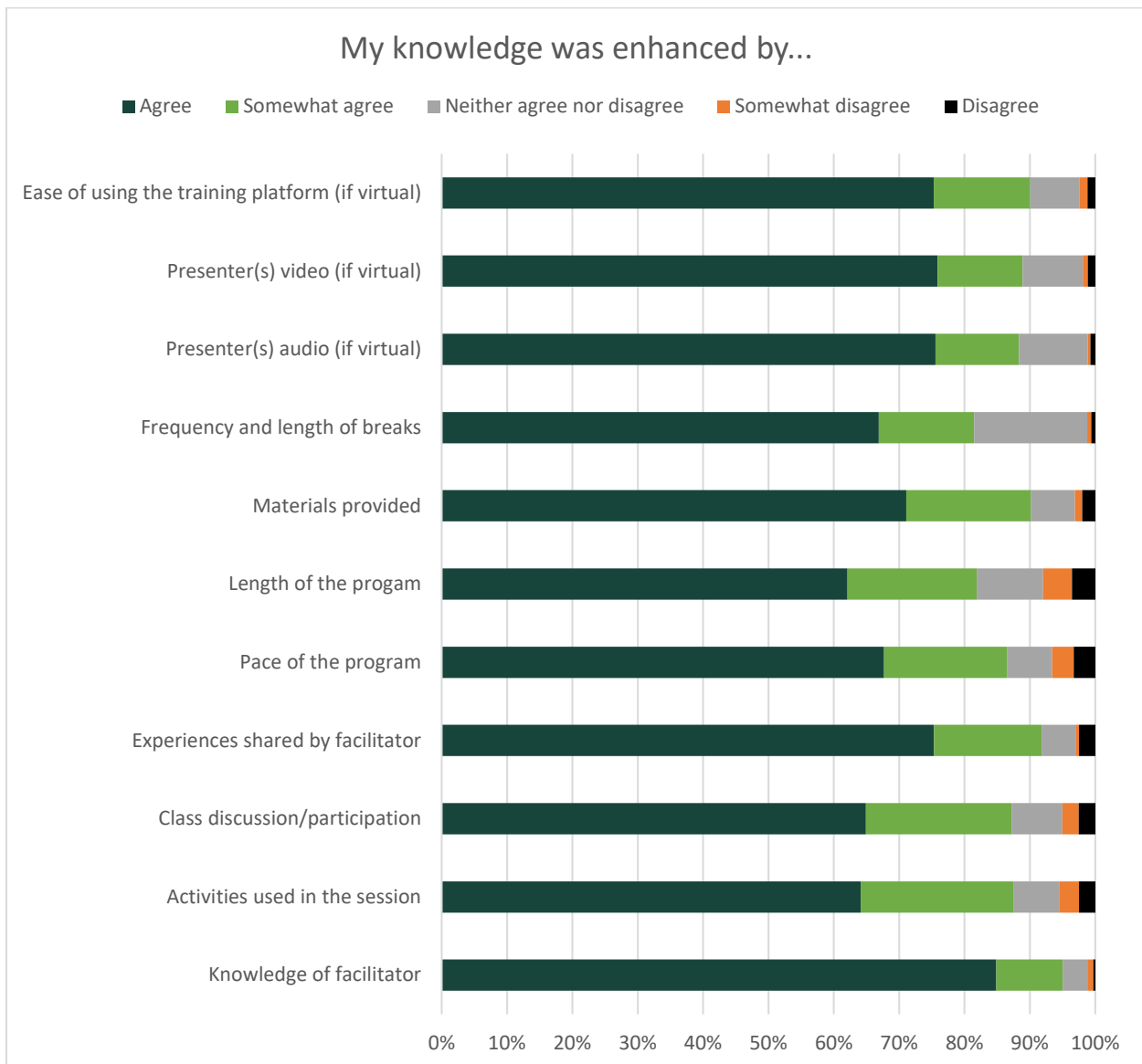
How was our customer service?

In addition to delivering effective learning programs, we aim to do so with the highest quality customer service. To measure the impact of our service delivery, program participants are asked to rate the degree to which five general areas of support enhanced their experience.

Of the five measured areas of our customer service, respondents rated our Professionalism/Friendliness the highest and our technical assistance with the greatest opportunity for improvement.

Figure 6: *Program Evaluation Results, My Customer Experience was Enhanced By…*
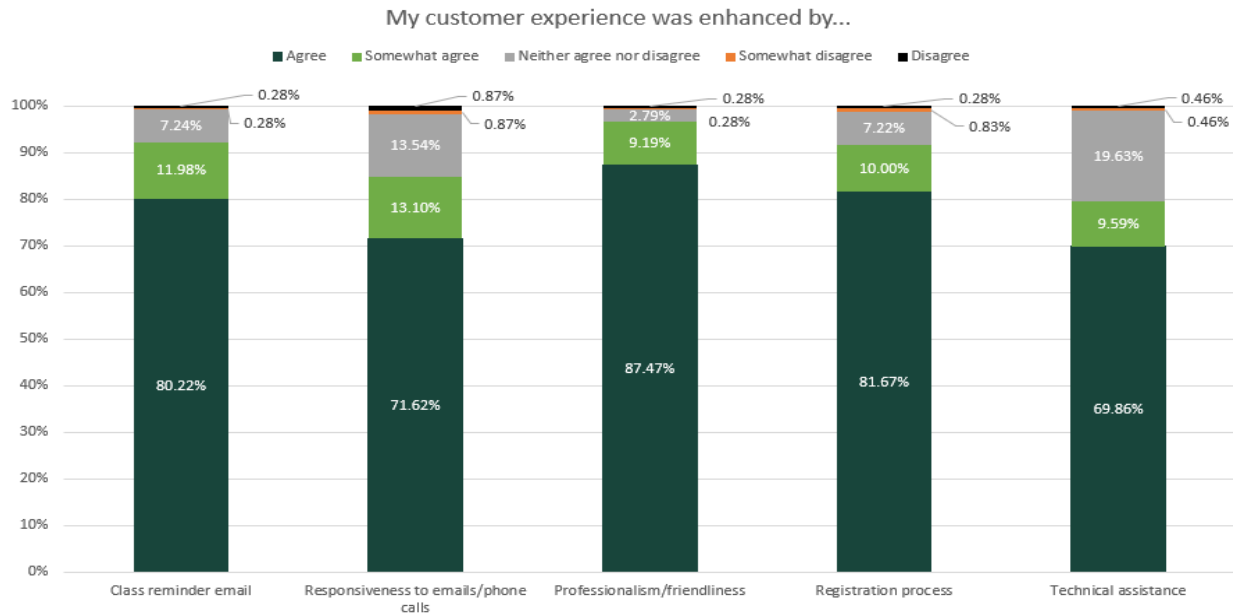
How do people learn about our programs?

Insight into how and when participants learn about our available programming allows us to better tailor marketing and communications efforts to reach intended audiences. From these responses we identify many opportunities to provide increased inclusive communication and marketing.

Figure 7: *Program Evaluation Results, I Learned About this Class From…*
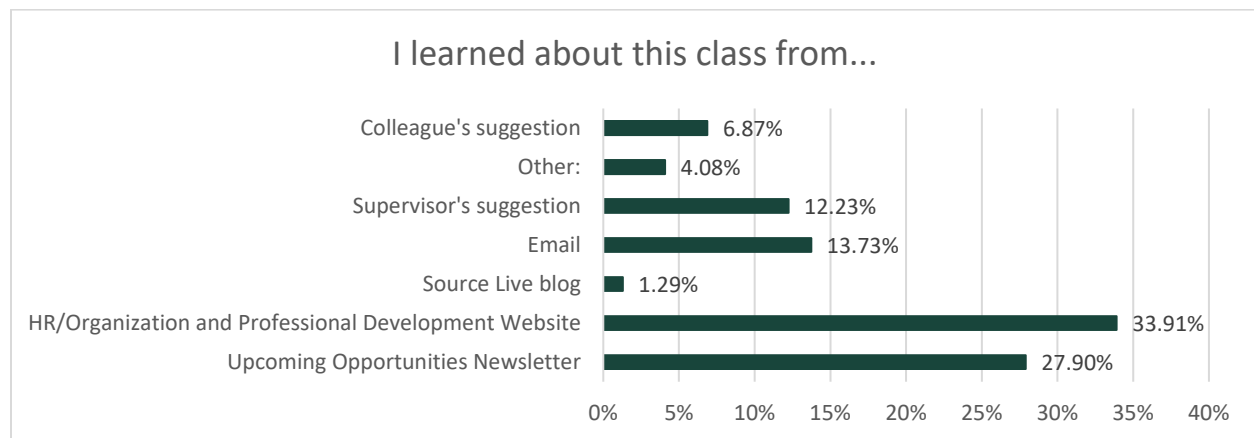
Educational Assistance Benefits

In 2023, 1,155 employees utilized the educational assistance program, resulting in a use of $370,897.

At this time, funds spent on *MSU Credit Courses* is not a benefit type included in the data set. Historically, this category is the highest area of expenditure.

Table 5: *Educational Assistance Usage by Type*

	Learners	Amount
MSU Credit Course	Unknown	Unknown
MSU (OPD)	456	$86,515
Non-MSU Credit Course	144	$101,985
Non-MSU Non-Credit	555	$182,396
Total	**1,155**	**$370,897**

456 learners used Educational Assistance to attend MSU professional development programming.

The Educational Assistance type, MSU (OPD) refers to professional development services offered through units within MSU. At this time, this directly corresponds to Educational Assistance used to attend the course programming offered by Organization and Professional Development.

Table 6: *Educational Assistance MSU (OPD) Usage by Semester*

	Learners	Amount
Fall Semester 2023	141	$28,710
Spring Semester 2021	110	$20,670
Summer Semester 2021	205	$37,135
Grand Total	**456**	**$86,515**

Educational assistance by employee group indicates members of the APA utilized the greatest proportion of funds with 485 members using $142,556.

Figure 8: *Educational Assistance Use by Employee Group*

Educational Assistance Use by Employee Group

Group	Amount
1585	$10,005
999	$7,644
AP	$142,557
APSA	$98,810
CT	$88,064
EXPA	$16,691
NURS	$7,128
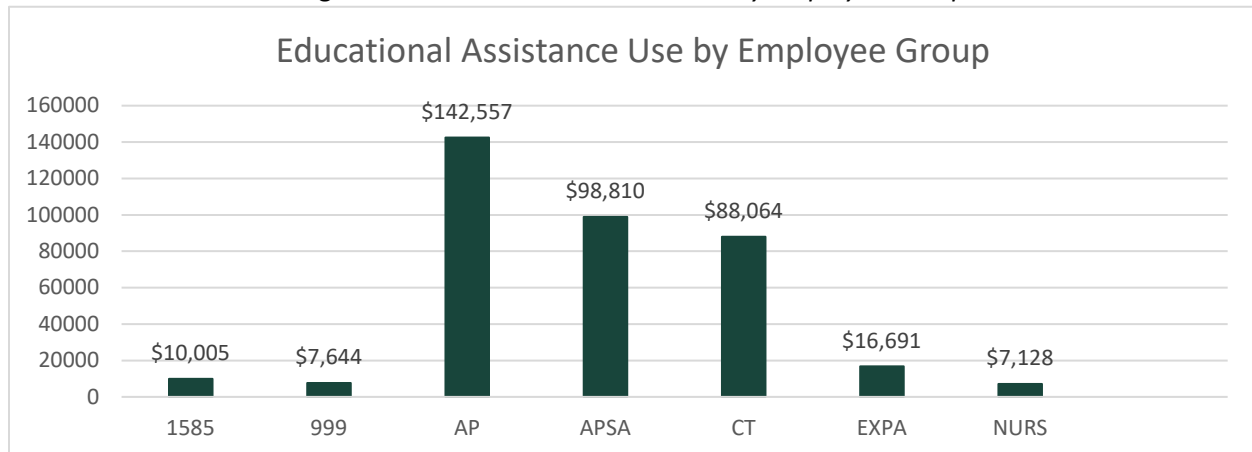
ElevateU, Self-Directed Learning

Self-directed learning via ElevateU experienced a boost when the platform was upgraded in June 2023. The new updated platform brought an improved user experience, access to new content and learning tools, as well as a mobile application for learning on the go. Other new features include skills benchmarking, customized role-based recommendations, badges, and an AI tool for conversation-based simulations.

In 2023, 2,670 learners *accessed* 2,390 unique assets in ElevateU and completed 4,986 hours of learning. In that time 2,055 employees *completed* 4,616 tracked learning assets in ElevateU.

Table 7: *2023 ElevateU Usage by Asset Type*

	Total	Asset Type					
		Courses	Videos*	Books & Summaries	Audiobooks & Summaries	Resources	Skills Benchmark
Views	**30,276**	27,564	15,799	1,189	297	450	247
Hours	**4,986**	3,988	790	99.5	50.3	36	22.13
Learners	**2,670**	2,376	137	295	67	205	100
Unique Titles	**2,390**	1,478	102	508	103	125	74
Completions	**4,616**	4,258	N/A	32	21	179	126

*Video views overlap with Course views, total video completions not tracked.

Badges Earned

Badges can be eearned on individual course topics, learning tracks, and learning journeys. Spartans have earned 1,218 badges since the system went live in June 2023. Badges on topics of diversity, equity, and inclusion and interpersonal relationships are drawing the greatest engagement.

The top 5 most frequently course earned badges.

1. Navigating Your Own Emotions (35)
2. Workplace Diversity, Equity, and Inclusion in Action (32)
3. Navigating Other People's Emotions (26)
4. Embedding Inclusion into Everyday Experiences (25)
5. Handling Team Conflict (25)

Skills Benchmarks

Our new version of ElevateU includes skill benchmarks. These are self-directed assessments of knowledge, skill, and ability. Upon completion of a skills benchmark assessment, the learner receives a proficiency rating as well as personalized and targeted recommendations for learning that support increased proficiency in a given area.

Spartan learners completed 136 skills benchmarks in ElevateU in 2023. Top 3 are listed below.

- Communication Essentials (14)
- Customer Service Essentials (13)
- Diversity, Equity, and Inclusion (9)

Who was learning?

Learners from 10 MAUs completed 60 or more learning assets in ElevateU. Infrastructure, Planning and Facilities far exceeded any other unit with the completion of 487 learning assets.

Table 8: *MAU with Highest Completion Rates*

MAU with Highest Completion Rates	
INFRASTRUCTURE PLANNING AND FACILITIES	487
DIVISION OF STUDENT LIFE AND ENGAGEMENT	186
MSU HCI CLINICAL SERVICES	184
MICHIGAN STATE UNIVERSITY EXTENSION	177
INFORMATION TECHNOLOGY SERVICES	131
UNIVERSITY ADVANCEMENT	108
UNIVERSITY PROCUREMENT AND LOGISTICS	101
COLLEGE OF VETERINARY MEDICINE	99
COLLEGE OF HUMAN MEDICINE	98
COLLEGE OF OSTEOPATHIC MEDICINE	61

In addition to leading learning completions, Infrastructure Planning and Facilities logged the greatest volume of overall content accesses, with 5,417 learning assets accessed. 19 MAUs recorded 200 learning content accesses.

Table 9: *MAUs with Highest Access Rates*

Units with Highest Access Rates	
INFRASTRUCTURE PLANNING AND FACILITIES	5,417
MICHIGAN STATE UNIVERSITY EXTENSION	1,595
INFORMATION TECHNOLOGY SERVICES	1,591
DIVISION OF STUDENT LIFE AND ENGAGEMENT	1,440
UNIVERSITY ADVANCEMENT	1,120
COLLEGE OF VETERINARY MEDICINE	969
UNIVERSITY PROCUREMENT AND LOGISTICS	812
MSU HCI CLINICAL SERVICES	772
COLLEGE OF NATURAL SCIENCE	729
COLLEGE OF HUMAN MEDICINE	714
COLLEGE OF OSTEOPATHIC MEDICINE	560
RESEARCH AND INNOVATION	485
PROVOST AND ACADEMIC AFFAIRS	472
HUMAN RESOURCES	348
FACILITY FOR RARE ISOTOPE BEAMS	320
COLLEGE OF AGRICULTURE AND NAT RESOURCES	298
COLLEGE OF ENGINEERING	259
ASC PROV FOR UNIV OUTREACH & ENGAGEMENT	220
UNIVERSITY ARTS AND COLLECTIONS	213

What were they learning?

Learning assets were accessed 30,276 times in ElevateU in 2023. This value includes but is not limited to course completions. See Appendix 6, Table 16 for a list of the top accessed assets.

Learners completed 4,258 self-directed courses in 2023, 1,478 of which were unique courses.

Table 10 is a list of the most frequently completed courses in 2023. Programs that are required compliance training represent the greatest completion rates. We also see many courses with high rates of completion on topics related to DEI, emotional intelligence, and teamwork, wellbeing, and communication.

Table 10: *Top ElevateU Courses of 2023*

Top ElevateU Courses of 2023	
MSU Performance Excellence: Employee Course	1,405
PCI Compliance	798
Workplace Diversity, Equity, and Inclusion in Action	520
Getting started in Excel 365	456
MSU Performance Excellence: Supervisor Course	448
Navigating Your Own Emotions	426
Contributing as a Virtual Team Member	382
Embedding Inclusion into Everyday Experiences	342
Handling Team Conflict	339
Navigating Other People's Emotions	315
Taking the Lead with Workplace Motivation and Engagement	315
Bridging Differences in Cross-cultural Communication	279
Influencing through Positive Leadership	262
Taking Action to Empower Employees	254
Difficult People: Can't Change Them, so Change Yourself	230
Establishing Team Goals and Responsibilities, and Using Feedback Effectively	230
Microsoft Teams: Getting to know the application	228
Becoming a DEI Ally and Agent for Change	224
Expert Insights on Work/Life Balance	218
Running Meetings in Better Directions	209
Cultivating Mentor Relationships	197
Being an Effective Team Member	192
Building Trust with Business Ethics	192
Delivering Feedback That Encourages Growth	185

Leader Development

New Leader Development Series

In 2023, we advanced our commitment to fostering leadership excellence with the evaluation and redesign of the New Leader Development Series. In December 2023, we unveiled a refreshed program designed to meet the evolving needs of leaders at Michigan State University.

The New Leader Development Series has been thoughtfully enhanced to provide an even more impactful and relevant experience, equipping participants with the skills and knowledge essential for success in today's dynamic professional landscape. Welcome to a new chapter of growth, learning, and leadership development. This program update brings into greater alignment, the learning outcomes with MSU's 2030 Strategic Plan, targeting the knowledge, skills, and abilities of highest priority.

New Program Summary

NEW LEADER DEVELOPMENT SERIES

ESSENTIALS FOR SUPERVISORY SUCCESS	ACHIEVING ALIGNMENT IN MANAGEMENT	ADVANCING EXCELLENCE IN LEADERSHIP
• Supervision at MSU	• The Management Mindset	• Leading the Way
• Navigating the Work Landscape	• Elevating Performance Management	• Successful Change Leadership
• Dynamics of the Union Environment	• Budget Responsibilities and Ethical Finance	• Fostering an Inclusive Culture
• Employee Leave Programs	• Conflict Resolution in Action	• Teams That Trust
• Successful Supervision Across Multiple Locations	• Creating a Culture of Continuous Improvement	• The Resilient Leader
• Strategic Workforce and Staffing	• Engaging and Empowering Teams	• Leading in a Strategic Organization
• Creating an Inclusive Workplace	• Authentic Management Strategies Using DiSC	• Strengths-Based Leadership using CliftonStrengths
LEARNING TRACK 1	**LEARNING TRACK 2**	**LEARNING TRACK 3**

Table 11: *Summary of NLDS Program Changes*

New Leader Development Series Program Changes	
Expansion	The program has been expanded and restructured to include three distinct learning tracks. Tracks can be taken in sequence or individually, depending on the leader's unique learning needs. The tree learning tracks include, • Essentials for Supervisory Success • Achieving Alignment in Management • Advancing Excellence in Leadership
Enrichment	The program expansion enables the inclusion of additional topics which target current and emerging leader development needs. Existing program sessions will be updated with new information, and new sessions have been added on the following topics. • Basics of supervision at MSU • Management mindset • Inclusive workplace and supervision practices • Employee engagement strategies • Authentic management with DiSC • Continuous improvement • Change leadership • Strengths-based leadership
Engagement	The program will include a combination of in-person and virtual sessions. Each learning track begins and ends with an in-person workshop, with the remaining sessions to be hosted virtually via Zoom.
Effectiveness	The series will feature new and improved instructional design techniques, practical skill building, opportunities for cohort-based learning, and enhanced program evaluation procedures.
Investment	A registration fee will be assigned to cover the costs of materials, assessments, and in-person session needs. This program was previously free to attendees and hosted exclusively online.

Additional New Leader Development Series data including participation and demographics can be found in the document, 2023 New Leader Development Series Update.

Additional Leader Development Programming

Three additional learning programs specific to leader development were added to the catalogue in 2023 with help from some key campus partners.

- Student Supervision Series (SLE, Spartan Experience Record, MSU HR)
- Leading with Cultural Competency (Tina Alonzo, Formally Office of EVPA)
- Building a Framework for Resilient Leadership (Instructor: Lisa Laughman, Spartan Resilience)

Continuous Improvement

Process Improvement Learning Series

In 2023, our process improvement learning series included 4 distinct instructor-led training programs. Each program targets key Lean principles and the skill development necessary to successful map processes, engage in continuous improvement, and lead large process related improvement initiatives. In total, these programs welcomed 203 learners.

Table 12: *Summary Learning Data Process Improvement Learning Series*

Courses Offered	Course Length (hrs)	Times Offered	Attendees
Introduction to Process Mapping	3	4	81
Promapp, Interactive Process Creation	3	4	63
Facilitating Process Improvement	7	2	21
Writing Processes and Procedures	3	3	38

In 2024, this learning series will be expanded to include Lean Thinking, Lean Leadership, process automation, and a self-directed learning journey in ElevateU.

Process Management System

2023 saw continued growth, reach, and utilization of the Process Management System, Nintex Process Manager. The university surpassed an important milestone in the year, reaching more than 100,00 tracked process views.

The ratio of published to unpublished processes indicates a need for more resources and dedicated support. Increased capacity to target learning and engagement around lean principles would support an institutional drive toward a culture of continuous improvement. Impact of this investment would be observable in the metrics outlined to the right. Data from MSU's instance of Nintex Promapp, pulled February 2024.

Promapp usage by MAU can be found in Appendix 8, Table 17: *Nintex Process Manager, MSU Activity by MAU.*

Process Manager Annual Utilization Update

112,147 — Process Views
815 — Process Champions
494 — Feedback Items Collected
45 — MAUs Utilizing the System

2,848 Total processes documented

Out of Date 749
Published 131
Unpublished 1,962
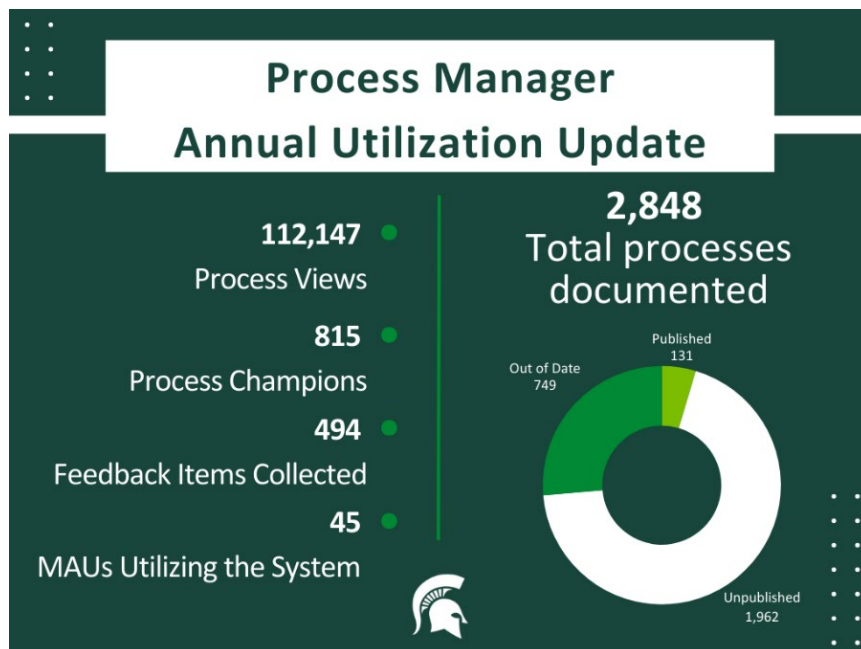
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Appendices

Appendix 1, Table 13: *List of Instructor Led Courses*

Courses Offered	Content Area	Course Length (hrs)	Times Offered	Attendees
*Build Framework for Resilient Leadership	Leadership	4	1	8
Building Awareness and Understanding ICS	DEI	5	2	30
Building Cohesive Teams	Management	3	4	34
Business Writing for Results	Communication	3	2	36
Community Connections	Other	1.25	2	29
Conflict Management	Communication	3	3	48
Creating & Sustaining Positive Workplace	Personal Development	3.5	4	45
Crucial Conversations for Accountability	Management	14	2	26
Crucial Conversations for Mastering Dialogue	Communication	14	4	58
*Cultural Competency	DEI	2	4	95
Disbursement Voucher Processing	Finance	1.5	3	172
EBS Financial System-Roles/Onboarding	Finance	2	5	199
*Everything DiSC: Agile EQ	Personal Development	3.5	3	28
Everything DiSC: Behavior Styles at Work	Personal Development	3.5	1	9
Facilitating Process Improvement	Business analysis	7	2	21
Gift Accounting	Finance	2	3	134
Grammar Refresher	Communication	3	3	31
Identify & Maximize 2: Unlock Full 34	Personal Development	2	2	39
Identify and Maximize Your Strengths	Personal Development	4	4	100
Implicit Bias Certificate	DEI	4.5	1	30
*Intro University Procurement & Logistics	Operations	2	1	263
Introduction to Process Mapping	Business analysis	3	4	81
*KFS Transactional Edocs	Finance	2	3	194
*Leading with Cultural Competence	DEI	2	2	44
*Maximizing Your Concur and Travel Skills	Operations	1.5	2	64
Maximizing the Spartan Experience	Customer Service	2	3	46

Courses Offered, Continued	Content Area	Course Length (hrs)	Times Offered	Attendees
Mitigating Bias in Hiring	Human Resources	1.5	2	50
New Leader Development Series	Leadership	31.5	1	59
Payments to Non-US Citizens and Vendors	Finance	1.5	2	81
Performance Management for Hybrid Teams	Management	3	2	10
Promapp, Interactive Process Creation	Business analysis	2.5	4	63
Ready, Set, Change!	Personal Development	3	2	14
Records Management & Retention At MSU	Operations	2.25	3	82
Strategic Planning	Leadership	2	3	37
Strengths Based Leadership	Leadership	4	2	24
Student Supervision Series	Management	8	1	55
Taming the Email Beast	Communication	3	2	50
The Power of Habit	Personal Development	8	3	44
Travel at State Day 2023	Operations	8	1	209
*Understanding and Navigating Shame	Personal Development	7	1	17
Vendors in KFS	Finance	1	3	106
Writing Policies & Procedures	Business analysis	3	3	38
Totals		**215.5**	**105**	**2,803**

Note: Courses listed in *green were new to the catalog in 2023

Appendix 3, Table 14: *Learner Data by Employee Group*

Human Resources
Organization & Professional Development
MICHIGAN STATE UNIVERSITY

Employee Group	OPD ILT Course Attendance	Educational Assistance		ElevateU		
		Users	$	Accesses	Completed	Learning Hours (hrs)
APA	1,180	485	$142,556	9,729	1,617	2,031.6
Clerical Tech.	916	265	$88,064	7,535	1,097	996.7
APSA	519	272	$98,809	3,686	554	778
FAS	145			9,877	189	196
SSTU	10	20	$7,643	367	90	76.2
1585	13	49	$10,004	5,583	969	1,025.4
Operating Engineers	2			282	32	27.9
Nurses	0	15	$7,127	140	29	18.4
Ext. Prog Assoc	15	49	$16,690	1,077	149	127.7
APSA - Police	0			19	6	3.5
POAM/FOP	0			3	1	.5
Other EE	2			350	57	34.2
274	0			7	1	2.1
Adv.Staf/RA	1			6	3	8.6

Appendix 4, Table 15: *Learner Data by MAU/MBU*

	OPD ITL Learners	Ed Assist Used	Ed Assist Learners
ADMINISTRATION	15	$1,094	5
ARTS & HUMANITIES, RESIDENTIAL COLL IN	1		
ASC PROV FOR UNIV OUTREACH & ENGAGEMENT	52	$875	5
COLLEGE OF AGRICULTURE AND NAT RESOURCES	155	$18,059	51
COLLEGE OF ARTS AND LETTERS	61	$3,025	9
COLLEGE OF COMMUNICATION ARTS SCIENCES	47	$5,584	17
COLLEGE OF EDUCATION	121	$2,175	14
COLLEGE OF ENGINEERING	77	$5,951	19
COLLEGE OF HUMAN MEDICINE	213	$21,618	64
COLLEGE OF MUSIC	17	$1,065	7
COLLEGE OF NATURAL SCIENCE	118	$7,033	18
COLLEGE OF NURSING	45	$3,035	17
COLLEGE OF OSTEOPATHIC MEDICINE	147	$24,428	53
COLLEGE OF SOCIAL SCIENCE	105	$7,629	16
COLLEGE OF VETERINARY MEDICINE	71	$21,845	63
DEPARTMENT OF POLICE AND PUBLIC SAFETY	15	$1,217	5
DIVISION OF STUDENT LIFE AND ENGAGEMENT	180	$35,375	80
ELI BROAD COLLEGE OF BUSINESS	146	$6,279	27
ENROLLMENT AND ACADEMIC STRAT PLANNING	64	$6,356	16
FACILITY FOR RARE ISOTOPE BEAMS	47	$4,569	20
FACULTY AND ACADEMIC STAFF AFFAIRS	2	$0	0
FINANCE	45	$2,761	9
GENERAL COUNSEL	4	$1,010	4
GOVERNMENT RELATIONS	1	$0	0
GRADUATE SCHOOL DEAN	18	$468	1
HEALTH SCIENCES	7	$120	2
HONORS COLLEGE	9	$385	3
HUMAN RESOURCES	55	$6,408	21
INFORMATION TECHNOLOGY SERVICES	111	$19,346	68
INFRASTRUCTURE PLANNING AND FACILITIES	90	$35,470	110
INSTITUTIONAL DIVERSITY AND INCLUSION	2	$0	
INTERCOLLEGIATE ATHLETICS	14	$2,649	9
INTERNATIONAL STUDIES AND PROGRAMS	67	$1,949	4
JAMES MADISON COLLEGE	18	$610	3
LIBRARIES	15	$4,714	21
LYMAN BRIGGS COLLEGE	12	$1,774	4
MICHIGAN STATE UNIVERSITY COLLEGE OF LAW	20	$565	4
MICHIGAN STATE UNIVERSITY EXTENSION	116	$29,553	89
MSU AGBIORESEARCH	40	$2,537	14
MSU HCI CLINICAL SERVICES	23	$20,137	62
OFC CIVIL RIGHTS AND TITLE 9 ED AND COMP	17	$4,772	15

OFFICE OF UNDERGRADUATE EDUCATION	80	$2,072	14
PRESIDENT	41	$1,204	3
PROVOST AND ACADEMIC AFFAIRS	23	$1,234	6
RESEARCH AND INNOVATION	53	$14,206	43
TEACHING AND LEARNING INNOVATION	1		
UNIVERSITY ADVANCEMENT	67	$4,689	16
UNIVERSITY ARTS AND COLLECTIONS	42	$6,139	18
UNIVERSITY COMMUNICATIONS	6	$1,325	4
UNIVERSITY HEALTH AND WELLBEING	60	$23,155	85
UNIVERSITY PROCUREMENT AND LOGISTICS	47	$2,015	12

Note: 2023 Educational Assistance data does not at this time include any MSU Credit Course usage.

Appendix 5, Figure 13: Instructor-Led Course Participation by MAU

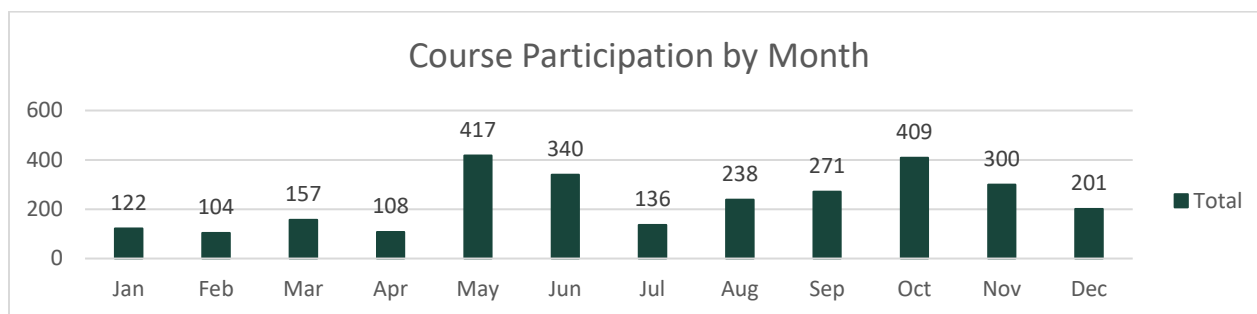| MAU	Participation
UNIVERSITY PROCUREMENT AND LOGISTICS	47
UNIVERSITY HEALTH AND WELLBEING	60
UNIVERSITY COMMUNICATIONS	6
UNIVERSITY ARTS AND COLLECTIONS	42
UNIVERSITY ADVANCEMENT	67
TEACHING AND LEARNING INNOVATION	1
RESEARCH AND INNOVATION	53
PROVOST AND ACADEMIC AFFAIRS	23
PRESIDENT	41
OFFICE OF UNDERGRADUATE EDUCATION	80
OFC CIVIL RIGHTS AND TITLE 9 ED AND COMP	17
MSU HCI CLINICAL SERVICES	23
MSU AGBIORESEARCH	40
MICHIGAN STATE UNIVERSITY EXTENSION	116
MICHIGAN STATE UNIVERSITY COLLEGE OF LAW	20
LYMAN BRIGGS COLLEGE	12
LIBRARIES	15
JAMES MADISON COLLEGE	18
INTERNATIONAL STUDIES AND PROGRAMS	67
INTERCOLLEGIATE ATHLETICS	14
INSTITUTIONAL DIVERSITY AND INCLUSION	2
INFRASTRUCTURE PLANNING AND FACILITIES	90
INFORMATION TECHNOLOGY SERVICES	111
HUMAN RESOURCES	55
HONORS COLLEGE	9
HEALTH SCIENCES	7
GRADUATE SCHOOL DEAN	18
GOVERNMENT RELATIONS	1
GENERAL COUNSEL	4
FINANCE	45
FACULTY AND ACADEMIC STAFF AFFAIRS	2
FACILITY FOR RARE ISOTOPE BEAMS	47
ENROLLMENT AND ACADEMIC STRAT PLANNING	64
ELI BROAD COLLEGE OF BUSINESS	146
DIVISION OF STUDENT LIFE AND ENGAGEMENT	180
DEPARTMENT OF POLICE AND PUBLIC SAFETY	15
COLLEGE OF VETERINARY MEDICINE	71
COLLEGE OF SOCIAL SCIENCE	105
COLLEGE OF OSTEOPATHIC MEDICINE	147
COLLEGE OF NURSING	45
COLLEGE OF NATURAL SCIENCE	118
COLLEGE OF MUSIC	17
COLLEGE OF HUMAN MEDICINE	213
COLLEGE OF ENGINEERING	77
COLLEGE OF EDUCATION	121
COLLEGE OF COMMUNICATION ARTS SCIENCES	47
COLLEGE OF ARTS AND LETTERS	61
COLLEGE OF AGRICULTURE AND NAT RESOURCES	155
ASC PROV FOR UNIV OUTREACH & ENGAGEMENT	52
ARTS & HUMANITIES, RESIDENTIAL COLL IN	1
ADMINISTRATION	15

Appendix 6, Table 16: *ElevateU Top Accessed Assets in 2023*

Top Accessed Assets	
MSU Performance Excellence: Employee Course	1,405
PCI Compliance	798
Workplace Diversity, Equity, and Inclusion in Action	520
Getting started in Excel 365	456
MSU Performance Excellence: Supervisor Course	448
Navigating Your Own Emotions	426
Contributing as a Virtual Team Member	382
Embedding Inclusion into Everyday Experiences	342
Handling Team Conflict	339
Navigating Other People's Emotions	315
Taking the Lead with Workplace Motivation and Engagement	315
Bridging Differences in Cross-cultural Communication	279
Influencing through Positive Leadership	262
Taking Action to Empower Employees	254
Difficult People: Can't Change Them, so Change Yourself	230
Establishing Team Goals and Responsibilities, and Using Feedback Effectively	230
Microsoft Teams: Getting to know the application	228
Becoming a DEI Ally and Agent for Change	224
Expert Insights on Work/Life Balance	218
Running Meetings in Better Directions	209
Cultivating Mentor Relationships	197

Appendix 7, Figure 14: *2023 Instructor-led Course Participation by Month*

Course Participation by Month: Jan 122, Feb 104, Mar 157, Apr 108, May 417, Jun 340, Jul 136, Aug 238, Sep 271, Oct 409, Nov 300, Dec 201

Appendix 8, Table 17: *Nintex Process Manager, MSU Activity by MAU*

MAU	Published Processes	Unpublished Processes	Out of Date Processes	Suggestions and Feedback	Responses Required	Process Views Trend
College of Osteopathic Medicine	0	50	0	1	0	-89%
Broad Art Museum	0	2	0	0	0	0%
Broad College of Business	0	0	0	0	0	0%
College of Agriculture and Natural Resources	0	3	1	0	0	> +500%
College of Arts and Letters	0	2	0	0	0	0%
College of Communication Arts and Sciences	0	16	0	1	1	> +500%
College of Education	0	10	2	62	0	0%
College of Human Medicine	2	14	3	0	0	26%
College of Law	0	14	0	0	0	0%
College of Natural Science	0	0	0	0	0	0%
College of Nursing	0	3	0	0	0	400%
College of Social Science	0	18	0	0	0	-85%
College of Veterinary Medicine	0	2	0	0	0	0%
EVPA	0	0	0	0	0	0%
FRIB	5	52	7	0	0	> +500%
Graduate School	7	8	3	22	4	-7%
HUB for Innovation	0	5	0	0	0	-91%
Human Resources	17	103	5	19	0	21%
Infrastructure Planning and Facilities	75	467	596	217	27	46%
Institute for Quantitative Health Science & Engineering	0	6	0	0	0	0%
Institutional Space Planning Management	0	7	4	0	0	-100%
Lyman Briggs College	0	3	1	0	0	0%

MAU	Published Processes	Unpublished Processes	Out of Date Processes	Suggestions and Feedback	Responses Required	Process Views Trend
MSU Extension	6	24	2	4	0	77%
MSU Health Care	0	2	0	0	0	0%
MSU Health Sciences	0	5	0	0	0	500%
MSU Information Technology	4	525	65	115	56	-1%
MSU Investment Office	0	21	0	0	0	0%
MSU Museum	0	0	0	0	0	0%
Office of Admissions	0	0	0	0	0	0%
Office of Education Abroad	0	24	0	0	0	0%
Office of Faculty and Academic Staff Affairs	0	3	0	0	0	83%
Office of Financial Aid	0	3	0	0	0	0%
Office of Institutional Equity	0	26	1	2	1	0%
Office of Research Regulatory Support	0	21	0	0	0	> +500%
Office of the Provost	0	0	0	0	0	0%
Office of the Registrar	0	138	0	0	0	0%
Residential and Hospitality Services	0	122	26	2	0	100%
SIS Project	0	30	5	0	0	0%
Sponsored Programs	0	13	0	0	0	0%
Sustainability	0	0	0	0	0	0%
Undergraduate Education	0	4	0	0	0	0%
University Advancement	0	4	18	0	0	0%
University Outreach and Engagement	0	0	0	0	0	0%
University Procurement and Logistics	8	64	0	14	2	-50%

Source: Promapp Dashboard snapshot as of 2/1/2024