1. Complete the Five-Year Strategic Plan for 2011-16

- Develop a vision/positioning statement and gain support for it campus-wide
- Produce a strategic plan to achieve that vision and position, while meeting the scorecard measures
- Begin to align Faculty Roles and Rewards with the University’s vision and strategic plan
- Ensure the plans and activities of West Plains and Mountain Grove are coordinated and consistent with the System plan

2. Prepare campus to effectively deal with the budget challenges of Fiscal Year 2012 and beyond

- Develop an inclusive budget process to inform and involve the entire Missouri State System
- Develop an effective communication strategy for the process, including a significant web presence
- Make strategic decisions that position the University to achieve its vision while operating with a balanced budget and making maximum use of all resources

3. Create a positive, collegial environment for faculty and staff on all campuses.

- Begin to develop a comprehensive compensation plan for all System faculty and staff
- Engage the faculty and staff more fully in major decisions, including the long-range plan and budget process
- Improve communication with faculty and staff on major issues affecting them and the University
- Take steps to improve relationships with the Faculty Senate, Staff Senate and other official organizations
- Identify appropriate productivity metrics to gauge faculty and staff effectiveness
4. Prepare the academic curriculum and academic organization throughout the System to meet the demands of the 21st Century

- Organize the Provost’s Office and academic affairs to better address major issues
- Begin the process of reviewing the core curriculum in terms of educational outcomes, assessment and organization
- Develop a strategy to address the inefficiencies of low-completer programs on all campuses
- Integrate the public affairs mission into the curriculum on all campuses and determine outcomes to measure progress within the three components: Ethical Leadership, Cultural Competence, and Community Engagement
- Increase the real and perceived connection between student learning, community impact initiatives, and public affairs
- Continue to explore stand-alone and cooperative undergraduate, master’s level and doctoral programs that meet the needs of the community, state and region
  - Explore partnerships not only in-state, but out-of-state

5. Ensure student access and success on all campuses

- Designate a person to lead the alternative modalities initiative (including evening and weekend classes, increased use of on-line courses, etc.)
- Begin the process of updating pedagogy to best practices
- Facilitate the recruitment and admission of transfer students using a variety of strategies (2+2 programs, articulation agreements, etc.)
- Explore and then focus attention and resources on retention strategies, including such initiatives as expanding learning-learning communities, expanding the Bear Claw, adding collegiate living communities, etc.
- Ensure that diverse and under-represented populations are being effectively recruited
- Explore partnerships with public schools to enhance access, especially with diverse and under-represented populations such as Kansas City and St. Louis
- Ensure the Athletics Program is positioned to meet the goals established by the University, including meeting Title IX, the NCAA academic standards, etc.

6. Dramatically improve the diversity of the student body and workforce at the University

- Search for and hire a permanent Vice President for Diversity and Inclusion (Chief Diversity Officer)
- Take steps to develop a “welcoming environment” on campus
- Require broad searches and/or diverse pools before a position may be filled
- Institute a broad-based, effective training program
- Identify and then fund specific strategies, examples of which include: “grow your own” through financial support of senior year and/or graduate education….use of visiting faculty members….mentoring program….use of post-docs….a fully implemented diversity hiring initiative….use minority recruiters specifically assigned to Kansas City and St. Louis, provide transportation from Kansas City and St. Louis for campus visits,
closer partnerships with other public entities (City, City Utilities, hospitals, R-12 Schools, etc.), especially for dual-career couples, improve on-going training, etc.

- Re-focus on diversity as a high priority for Human Resources staff and for faculty search committees

7. **Inventory, prioritize, and strategically fund improvements to facilities**

   - Evaluate facility and technology needs on the campuses in Springfield, West Plains and Mountain Grove
   - For academic classrooms, laboratories and technology on all campuses, identify the need, inventory the assets, review management practices, then develop a plan to address
   - For student housing on the Springfield Campus, finalize and implement the long-range plan that includes both new facilities and renovation of existing facilities, including a final decision about the future of Sunvilla
   - Begin developing a long-term facilities plan for Athletics, with immediate focus on effectively addressing outstanding Title IX facility issues

8. **Meet and exceed the $125 million goal of the “Our Promise: Campaign for Missouri State”**

   - Announce when the goal has been met/surpassed
   - Develop a plan to announce and celebrate the successful completion of the Campaign in Fiscal Year 2012
   - Begin planning for next major fund-raising effort
   - Identify/confirm the fund-raising role of the college deans and the Board of Governors

9. **Continue to advance economic development and community impact through the IDEA Commons, JVIC and other collaborations**

   - Make progress with the IDEA Commons facilities: Robert W. Plaster Center for Free Enterprise and Business Development (formerly Willow Brook), JVIC, Brick City, etc.
   - Continue to work with the City of Springfield to officially identify the IDEA Commons as an activity center in downtown Springfield
   - Enhance student learning and community impact through coordinated efforts
   - Continue work on Building 3 of Brick City for further expansion of the Art and Design relocation
   - Investigate potential uses of Building 1 at Brick City
   - Monitor and evaluate the federal funding through directed appropriations coming out of the November elections, and adjust strategies as appropriate