

2011-16

Fulfilling Our Promise

MISSOURI STATE UNIVERSITY'S LONG-RANGE PLAN

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Fulfilling Our Promise

Goals for the plan

At the conclusion of this five-year plan, Missouri State University will have completed a number of specific tactics to achieve major objectives under six strategic directions.

As the plan was developed, it was guided by three overarching and enduring commitments:

- **Student learning**
- **Inclusive excellence**
- **Institutional impact**

The purpose of the long-range plan is to direct strategic actions that yield demonstrable outcomes and progress in support of these commitments.

Through this plan and its directions, measures, targets and tactics, by 2016 the University intends to accomplish four major goals:

- **Improve the undergraduate programs across campus through emphasis on student learning outcomes, and elevate multiple programs to “destination program” status.**
- **Strengthen and expand focused graduate programs to positively impact the region and state.**
- **Create a more diverse student body and workforce.**
- **Establish the University as an “employer of choice.”**

Mission

Missouri State University is a public, comprehensive metropolitan system with a statewide mission in public affairs, whose purpose is to develop educated persons. The University’s identity is distinguished by its public affairs mission, which entails a campus-wide commitment to foster expertise and responsibility in ethical leadership, cultural competence and community engagement.

The academic experience is grounded in a general education curriculum which draws heavily from the liberal arts and sciences. This foundation provides the basis for mastery of disciplinary and professional studies. It also provides essential forums in which students develop the capacity to make well-informed, independent critical judgments about the cultures, values and institutions in society.

The Missouri State University campuses are structured to address the special needs of the urban and rural populations they serve. Missouri State University-Springfield is a selective admissions, graduate level teaching and research institution. Missouri State University-West Plains is a separately accredited open admissions campus primarily serving seven counties in south central Missouri. Missouri State University-Mountain Grove serves Missouri’s fruit industry through operation of the State Fruit Experiment Station. Missouri State Outreach provides anytime, anyplace learning opportunities through telecourses, Internet-based instruction, iTunes U and its interactive video network. The University also

operates various other special facilities, such as the Darr Agricultural Center in southwest Springfield, the Journagan Ranch in Douglas County, the Jordan Valley Innovation Center in downtown Springfield, the Bull Shoals Field Station near Forsyth, Baker’s Acres and Observatory near Marshfield, the Missouri State University Graduate Center in Joplin, and a branch campus at Liaoning Normal University (LNU) in Dalian, China.

Developing educated persons

Missouri State University’s purpose is “to develop educated persons.” It is committed to the expansion and preservation of knowledge. It recognizes that inquisitive people explore and push back the boundaries of the human intellect and the physical world. In an age in which knowledge can become quickly dated, the University is committed to the discovery and dissemination of knowledge that serves the future.

The characteristics of educated persons are readily assessable and recognizable:

- **They cultivate their aesthetic tastes.**
- **They are critical thinkers.**
- **They are serious readers who are broadly literate.**
- **They dedicate themselves to being inquisitive and contributing citizens in an increasingly global society.**
- **They balance an in-depth mastery of at least one academic discipline with a broad appreciation of the liberal arts.**

Guiding values

Overarching and Enduring Commitments

The 2011-16 Long-Range Plan is guided by three overarching and enduring commitments to student learning, inclusive excellence and institutional impact. The purpose of the long-range plan is to direct strategic actions that yield demonstrable outcomes and progress in support of these commitments.

Student learning

Student learning is the primary goal of the University and the key indicator of our success. As a community of learners, we embrace learning outcomes that encompass liberal arts education, professional preparation and a concentration on public affairs, and we pledge to support student learning in curricular, co-curricular, extra-curricular and research contexts.

Inclusive excellence

Inclusive excellence is the recognition that an educational institution's success is dependent on how well it values, engages and includes the rich diversity of faculty, staff and students with all the valuable social dimensions that they bring to the enterprise of higher education. Missouri State University shall demonstrate a comprehensive commitment to inclusive excellence, which will be reflected by policy, planning and actions throughout the institution.

Institutional impact

Institutional impact refers to the positive, enduring effects of the University's work in the region and the state as well as to our broader contributions to knowledge and innovation. Essential to this commitment are focused activities in: basic and applied research, economic and community development, community partnerships and advanced workforce development. As a major employer we also pledge to model ethical behavior with respect to people, resources and the environment.

Declaration of University Community Principles

While the three overarching and enduring commitments describe the University's core values, the community principles outline how the campus community should interact. This plan reaffirms these community principles as the way in which the University community should conduct its business.

Preamble

Community, civility and the search for knowledge and truth are the essence of University life. A community is a group of people who hold something fundamental in common. A University is a community whose common purpose is the creation, preservation and sharing of knowledge and understanding. The search for knowledge and truth requires a rational discourse. This, in turn, requires honesty and civility. Civility springs from the concept of respecting the rights of individuals. The community helps to protect the rights of the individual. Thus, the community promotes the civility necessary to engage in the pursuit of truth. The three are, thus, connected.

The primary participants of this community are administrators, students, faculty and staff, who themselves come from a variety of external communities. Before becoming a part of the community of scholars that is Missouri State University, whether as a member of the student body, faculty, administration or staff, one should understand the full nature of that choice. The community derives its strength from each individual. Each individual derives strength from his/her association with the community. The individual must sustain the community in order for the community to protect and

sustain the individual. In order for this interaction to take place, the principles stated in this document must be the foundation for the community of scholars. Behaving civilly implies acting in a manner consistent with these principles, and encouraging these behaviors in others. Adherence to the principles is voluntary and cannot be compelled. Choosing to accept the direction of the principles strengthens both the individual and the community, but only when the choice is not forced. Discovering the natural benefit of these principles is a virtue. These principles are of little use in themselves; they must be practiced.

Principles

The community of scholars that is Missouri State University is committed to developing educated persons.

It is believed that educated persons will accept responsibility to act in accordance with the following principles:

- Being open-minded to embrace the benefits and richness that diversity and inclusiveness bring to the community of scholars and to recognize them as catalysts for educational excellence.
- Practicing personal and academic integrity. Being a full participant in the educational process, and respecting the right of all to contribute to the "Marketplace of Ideas."
- Treating all persons with civility, while understanding that tolerating an idea is not the same as supporting it. Being a steward of the shared resources of the community of scholars.

Choosing to accept these principles suggests that each participant of the community refrains from and discourages behavior that threatens the freedom and respect each member deserves.

Access to Success

Missouri State will expand access to educational opportunities and prepare students for successful citizenship and careers in a globally competitive world.

Student success, modest growth and increased diversity are key goals for the next five years.

Improved student learning is a priority of the plan, with the overall goal of retaining and graduating higher percentages of students. With Missouri State's selective admissions criteria and average ACT score of 24 for entering freshmen, Missouri State students are bright and capable of achieving at a high level.

A broad array of initiatives are planned to achieve this goal, including a revised general education curriculum, course redesign, improved pedagogy, alternative delivery methods (modalities), additional academic support, expanded assessment and testing, and increased enrollment in targeted fields of study such as science, technology, engineering and math (STEM).

Missouri State has achieved an average annual overall enrollment growth of 1 to 2 percent for the past decade, and the University plans to continue that level of growth during the five years of this plan. Educating more students is in the best interest of the University, the state and the nation.

Increasing diversity has been, is and will continue to be an emphasis. Missouri State students insist upon it. They know the demographics and that we live in a global economy. They understand they will be collaborating with, and competing against, a diverse set of educated people worldwide. They want to have diversity as part of their educational experience.

Benefits of higher education

Despite the difficult economic conditions since 2008, research by the College Board confirms that there are significant personal and public benefits to higher education. In short, a college degree continues to be worth the investment of time and money, both for the individual and for society.



Missouri State students want to have diversity as part of their educational experience. They understand they will be collaborating with, and competing against, a diverse set of educated people worldwide.

Consider these personal benefits from the College Board research:

The average salary for someone with a bachelor's degree, regardless of gender or race, is significantly higher than that of a high school graduate. Over a lifetime, a person with a bachelor's degree will, on average, earn 66 percent more than someone with a high school diploma, amounting to \$800,000-\$1,000,000. The difference increases with graduate and professional degrees.

- Those with college degrees are more likely to have a comprehensive benefits package, including a pension plan.

- Those with college degrees are less likely to be unemployed. This is especially true for African Americans.
- Those with college degrees are less likely to smoke, and more likely to be both healthier and happier.

The College Board research shows that there are significant public benefits as well:

- Those with a college degree are more likely to vote, more likely to volunteer and more likely to serve in leadership positions in the community.

- Those with college degrees are significantly less likely to be on welfare and other government-subsidized programs.
- Because of the higher salaries earned by college graduates, tax revenues will increase without raising the tax rates.

Commitment to diversity

Diversity is central to providing and maintaining a quality educational environment. Missouri State University is deeply committed to developing educated persons equipped to contribute to the interdependent world in which we now live. The University shares a belief in the values of diversity articulated in this American Council on Education's 1998 Statement on Diversity:

Diversity enriches the educational experience

We learn from those whose experiences, beliefs and perspectives are different from our own, and these lessons can be taught best in a richly diverse intellectual and social environment.

Diversity prompts personal growth and a healthy society

Diversity challenges stereotyped preconceptions, encourages critical thinking and helps students learn to communicate effectively with people of varied backgrounds.

Diversity strengthens communities and the workplace

Education within a diverse setting prepares students to become good citizens in an increasingly complex, pluralistic society; it fosters mutual respect and teamwork; and it builds communities whose members are judged by the quality of their character and their contributions.

Diversity enhances America's economic competitiveness

Sustaining the nation's prosperity in the 21st century will require us to make effective use of the talents and abilities of all our citizens, in work settings that bring together individuals from diverse backgrounds and cultures.

As a result of these values, Missouri State is committed to creating physically and psychologically safe environments where students, faculty and staff will be valued for both their similarities and differences. Differences should be viewed as valued resources for academic, cultural and personal

development. A challenging atmosphere which fosters the exploration of issues from multiple perspectives will enhance intellectual exploration as well as personal, professional and institutional growth.

Over the five years of this plan, the University is committing the resources necessary to successfully implement strategies to achieve greater diversity.

Objectives to achieve modest growth and diversity

There are nine major objectives under the Access to Success strategic initiative:

- Increase the number of programs that can be completed through alternative pathways and increase the number of students in alternative pathway programs (Alternative pathways include online, evening/weekend, off-campus, iCourses and other courses that are not traditional, face-to-face, daytime classes.)
- Maintain modest growth in enrollment while increasing the diversity of the student body
- Monitor course demand more efficiently to ensure proper availability of courses to optimize student learning
- Maintain competitive cost of attendance
- Increase the retention rate of first-time freshmen
- Increase the six-year graduation rate of freshmen and transfer students
- Increase the number of degrees awarded in non-STEM (science, technology, engineering, mathematics) fields aligned to the critical workforce needs of the region and state
- Increase the number of degrees awarded in STEM fields
- Improve student learning outcomes by applying creative design and delivery approaches across the breadth of the curriculum

Key Tactics for the Plan

Missouri State University will continue to enhance the institutional culture and environment that will support and promote research and community engagement. To this end, several key tactics will be employed to make progress in expanding the capability and commitment to research. They are:

Program analysis – Current programs will be analyzed, adequate support (i.e., advising, tutoring) will be in place and aggressive marketing will be implemented to achieve the alternate pathways goals.

Enrollment management – Enrollment targets will be established for each category of students, and colleges will continue to update their annual enrollment plans.

Diversity recruitment – New recruiters will be added to focus on diverse student groups. In addition, networks and collaborations will continue to be expanded and new sources of diverse students will be explored and developed.

Cost to students – The University will use CPI (Consumer Price Index) and its relative position among all four-year institutions in Missouri to keep the cost to students as affordable as possible.

Retention – Considerable effort will be focused on retention through the Student Success/Retention Committee. A variety of initiatives will be implemented, including curricular and living-learning communities, and focused interventions for at-risk students.

Graduation – Increasing graduation rates for all students is a major emphasis in this plan. A number of tactics, from improved communication with academic departments to more effective orientation sessions, will be implemented to achieve the goal.

STEM fields – Additional students, especially women and those in historically excluded groups, will be recruited and retained in STEM (science, technology, engineering, math) fields.

Course redesign – A key initiative will be course redesign, involving faculty and students. Training, technology, professional development and other resources will be brought to bear on this effort.

Public Affairs Integration

Missouri State will equip and inspire graduates to engage in global policy issues and creatively apply their education to identify solutions to pressing worldwide challenges.

Missouri State was granted a statewide mission in public affairs in 1995 when Senate Bill 340 was signed into law. Over the years, the public affairs mission has matured and been incorporated into many aspects of campus life. The primary objective during this five-year plan is to incorporate the mission more deeply into the academic experience of the students, from the curriculum to research.

The mission summarized

For many years, the mission has been summarized as follows:

The University's identity is distinguished by its statewide mission in public affairs, requiring a campus-wide commitment to foster competence and responsibility in the common vocation of citizenship.

In its centennial history, the public affairs mission was described in this way:

Public affairs is primarily a perspective and, therefore, is intended to be pervasive in the experience of students. It is about cultivating civic virtues and strengthening the bonds that unite people. Public affairs demands the creation of a learning environment where citizenship obligations are explored and encouraged, where the capacity and the commitment to think about the public implications of private behavior is cultivated, and where the capacity to recognize and reflect on public issues is nurtured.

The public affairs mission remains a "live question" with many perspectives and limitless possibilities. That is both the beauty and the challenge of defining and implementing the mission.

Development of the mission

Since 1995, the public affairs mission has been incorporated into many aspects of Missouri State campus life.

- The week-long Public Affairs Conference attracts nationally known speakers and hundreds of participants.
- In 2000, the University was selected as the site of the Missouri Campus Compact,



The Citizen Scholar Statue stands in front of Strong Hall as a tribute to the University's distinctive mission in public affairs.

a statewide organization of college and university presidents and chancellors committed to helping students develop values and skills of citizenship through public and community service.

- The Public Affairs Academy hosts 40-50 high schools students for 10 days each summer.
- The student-led Public Affairs Week is an annual event.
- A convocation series was established.
- A public affairs grant program was established.
- Kentwood Hall was designated as the public affairs residence hall, featuring special programming and opportunities.
- Four Excellence in Community Service Awards were developed and funded by the Missouri State Foundation.
- The University was listed in the Templeton Foundation Honor Roll for Character-Building Colleges, and more recently in the Community Engagement Classification of the Carnegie Foundation for the Advancement of Teaching.
- Consistent with the public affairs mission, the University committed to two University-wide efforts: blood drives and supporting the United Way.
- A Provost Fellow for Public Affairs was established.
- Several scholarships include a public affairs component as a requirement.
- The Citizenship and Service-Learning (CASL) program was energized and expanded.
- The Student Volunteer Center was created.

Maturing of the mission

During the time of the long-range plan for 2006-11, the mission was further developed to focus on three broad components that were formally approved by the Faculty Senate:

Ethical leadership

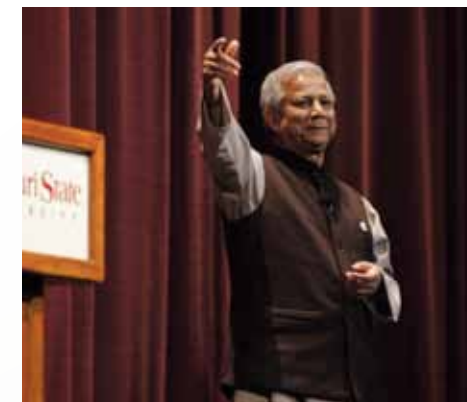
Ethical leadership is striving for excellence and integrity as one continually develops ethical and moral reasoning while contributing to the common good. Ethical leaders have the courage to live by their principles in all parts of their personal and professional lives.

Cultural competence

Cultural competence begins with cultural self-awareness and expands to knowledge of, respect for and skills to engage with those of other cultures. Culturally competent individuals respect multiple perspectives and are able to successfully negotiate cross-cultural differences.

Community engagement

Community engagement is recognizing needs in the communities to which one belongs, then contributing knowledge and working with the community to meet those needs. Community engagement requires reaching beyond one's self for the betterment of the community – a process that fosters greater awareness and personal growth.



Nobel Peace Prize winner and Presidential Medal of Freedom honoree Muhammad Yunus is among the caliber of speakers brought to campus to advance Missouri State's public affairs mission.

Objectives focus on academic experience of students

The public affairs mission has resonated with students. For them, it is a noble cause and a call to action. To fully realize the potential impact of the mission, however, it must be further incorporated into all aspects of the curriculum – in the syllabus, in class discussions, in related co-curricular events and activities, and in research projects, both at the undergraduate and graduate levels.

Toward this end, there are four major objectives under the Public Affairs Integration strategic objective:

- Demonstrate improvement in student learning outcomes specific to the competencies and content knowledge articulated by the public affairs mission
- Develop scholarship, curricular materials and educational practices that promote teaching and learning in public affairs
- Increase student involvement in the co-curricular activities relevant to the learning outcomes of the public affairs mission
- Enhance student opportunities to directly apply their knowledge to solving issues of public concern



The Avenue of Flags symbolizes the various countries represented by Missouri State's international student body.

Key Tactics for the Plan

The University will continue to incorporate public affairs into all aspects of University life. The key tactics that will be employed to achieve the objectives of Public Affairs Integration are:

Public affairs competencies – These campus-wide competencies will be established and measured to ensure students are benefiting from the public affairs mission.

General education – Public affairs targets will be established in conjunction with the new general education plan so that the statewide mission is fully integrated into the curriculum.

Distinction in public affairs – This program will be reviewed, evaluated and enhanced.

External funding – Policies and reward systems will be adopted that encourage efforts to obtain external funding of all types – research, education and other community projects.

Special and co-curricular events – Significant efforts will be made to improve the attendance and tracking of student attendance at special and co-curricular public affairs events. This initiative will begin with the SOAR (Student Orientation, Advisement and Registration) Program and continue through the college experience.

Campus LINK – Utilizing Campus LINK, the co-curricular transcript, students' work in public affairs will be recorded. Students and faculty will be trained on how best to use this resource to increase public affairs participation.

Public affairs research – Additional emphasis will be placed on public affairs research, especially at the undergraduate level.

Co-op and internships – All departments will be encouraged to provide options for students.

Study away – The Study Away Program will be reinvigorated and expanded, and more heavily marketed.

Service learning – Steps will be taken to more closely link service learning with identified community needs.

Engaged Inquiry

Missouri State will pursue research and scholarly activities that enrich the learning experience of students and are responsive to the needs of the region and state.

It is difficult to find a great teacher who is not involved in research/scholarly activity of some type; many would argue that they are inextricably linked. To stay current and relevant, the best faculty members always seek new information and explore new paths to problem-solving and knowledge generation. When undergraduate and graduate students are included in these activities, the students sharpen their critical thinking, are more fully engaged in course work and are better prepared for lifelong learning.

Advancement of knowledge through research is an integral component within University functions and remains a key component of the tenure and promotion process. In order to serve the public, Missouri State University understands it has a research role that complements and integrates with its instructional and service expectations. Both basic and applied research and engaged public scholarship are essential to the progress of a master's-level, comprehensive university with a mission to develop educated persons while focusing on public affairs.

For all of these reasons, Missouri State University will continue to encourage all faculty to be active in research/scholarly activity.

There are four primary goals of academic research/scholarly activity at Missouri State University:

- To develop the human potential of students
- To contribute to and extend the storehouse of knowledge
- To contribute to the public good and the progress of society
- To advance the development of faculty in all their roles

These goals are not envisioned or intended as isolated endeavors. In most cases the goals are achieved as integrated activities that will have a positive impact on the students, faculty and the public.



Missouri State University is a community of scholars who accept the challenge of integrating research with teaching and service.

Research defined

For context, it is useful to know that the Missouri State University Faculty Handbook defines faculty research as *...the production and formal communication of creative scholarly works. The nature of research varies widely among different academic disciplines, but generally refers to the discovery, refinement, and synthesis of information; the application of information to the solution of problems; and artistic activity. In the context of each academic discipline, research produces creative outcomes that are formally communicated to and vetted by peers.*

This definition, based on the work of Ernest Boyer, is intended to include scholarship across disciplines and colleges. Further, the University interprets this definition to include a broad range of scholarship, including the scholarship of teaching and learning.

Scholarship, teaching and research are all aspects of a quality education. If teaching and its related activities are defined as the learning and communication of that which was already known, research is the discovery, synthesis and communication of that which was not previously known.

Objectives reflect focus and direction

It is understood that a balance between teaching and research is very important to the future of Missouri State University. The University will strategically leverage resources to further capitalize on targeted areas of current strength and to develop new capabilities and productivity in meeting community needs. The Engaged Inquiry strategic direction has a number of components which integrate and work in parallel with the Partners for Progress strategic direction.

There are four major objectives under the Engaged Inquiry strategic objective:

- Increase the amount and scope of basic and applied research activity in selected fields where MSU has competitive strength and which are consistent with the University's mission and vision
- Increase the number of student-faculty collaborative research activities
- Increase the number and impact of collaborative interdisciplinary research projects
- Expand the capacity of the University to engage in the scholarship of teaching with intended outcomes of improving the design and delivery of the student learning experience

Current strengths

During the past five years, Missouri State established both expertise and infrastructure capacity in several specific areas of research/scholarly activity. Infrastructure development in these areas (such as biotechnology, environment and water resources, and materials science) is the result of targeted investment by the University and through externally generated funds. This plan recognizes that these programs will continue to develop and evolve, and that the majority of the funding will continue to be generated through external sources. During this five-year plan, the University will not only support these current strengths, but also target support for those areas identified as having the greatest need as well as areas of opportunity that might arise.

Areas of need

A major initiative to be undertaken during the five-year plan will be to develop strategies and tactics to better utilize University resources and expertise to address in a systematic and sustained way, pressing community issues such as rural health and education, arts and cultures, housing, social welfare, public order and safety, citizen participation, recreation and sports opportunities, and transportation. As part of this planning process, Engaged Inquiry will be viewed as a means of promoting public engagement by the University in search of knowledge-based solutions to local and regional issues.

In addition, the University will expand its capacity to engage in focused research on teaching and learning with the intended outcome of improving the design and delivery of student learning experiences. The University will make strategic investments that specifically promote student-faculty collaborative research as part of improving instruction at the undergraduate and graduate level, increase the number and impact of collaborative interdisciplinary research projects, and expand the capacity of the University to engage in the scholarship of teaching with intended outcomes of improving the design and delivery of student learning experiences. Targeted University investments in this area will be leveraged to generate external funds necessary for successful implementation of this portion of the plan.

During the first year of the plan, the provost will appoint a task force and an action plan will be developed to guide University efforts and investments in these areas of need. One of the major activities of the task force will be to examine the role that the University's various centers and institutes (for example the Community and Social Issues Institute) can play in responding to the region's many needs.

Key Tactics for the Plan

Missouri State University will continue to enhance the institutional culture and environment that will support and promote research and community engagement. To this end, there are several key tactics that will be employed to make progress in expanding the capability and commitment to research. They include:

Faculty workload – Policies will be implemented at the college and departmental level that utilize flexibility in assignment among faculty according to talents and productivity measures (publications, grants, students mentored).

Reward systems – In the interest of increased productivity and cooperation, the faculty reward system should move toward a more aggregate outcome that rewards and encourages the achievements of the department or unit.

Student mentoring – Faculty workload policies and rewards will be developed that promote involvement of students (undergraduate and graduate) in research. Likewise, systems will be developed to track this type of student involvement.

External funding – Policies and reward systems will be adopted that encourage efforts to obtain external funding of all types – research, education and other community projects.

Centers and institutes – Productivity measures will be developed and applied to evaluate the performance of University-recognized centers and institutes. Those falling below specified standards should be closed, while productive centers should receive additional investment from the University.

Library – Access to scholarly literature will be increased through continuing investment in selected electronic resources and participation in state and national cooperative endeavors that facilitate making resource literature available.

External funding infrastructure – Maintain the grants management and research compliance infrastructures necessary to compete for and administer grants and contracts from a variety of external funding sources.

Partners for Progress

Missouri State will be actively involved in and serve as a catalyst for positive change as an essential partner in improving the quality of life for Missourians and enhancing the economic vitality of the region and state.

The success of Missouri State University and the success of Springfield and the region have been, are and will remain closely connected. That is one of the defining traits of a comprehensive metropolitan university. The Partners for Progress strategic direction not only acknowledges this reality, but embraces it. Through a variety of initiatives, the University will further develop this interdependence over the next five years of the plan.

The best and shining manifestation of this relationship is Missouri State's urban innovation park: IDEA Commons. IDEA Commons is a major element of Missouri State University's commitment to community development and the building of a social infrastructure necessary to support a high quality of life for Springfield residents. This commitment extends to ongoing efforts of Missouri State University to stimulate revitalization of Springfield's center city area, as well as regional economic development.

IDEA Commons: MSU's urban innovation park

IDEA Commons is Missouri State University's vision and commitment to create an urban innovation park that is blended with residential, retail, commercial and entertainment facilities, and supported by multidisciplinary University programs. This unique project brings together the elements of Innovation, Design, Entrepreneurship and Arts (IDEA) and is an example of how the University continues to be engaged in promoting the community's livability and economic success.

Five major goals will guide the ongoing development of IDEA Commons:

- Create training, education and career opportunities for Missouri State University students and graduates
- Expand opportunities for business development and commercializing research
- Develop University partnerships with entrepreneurs
- Focus on domains where expertise exists and synergy can be exploited



The MSU art and design department will eventually be the primary occupant of the four buildings that comprise Brick City.

- Attract and retain creative, entrepreneurial human capital

University, private, state and federal grant funds are being used and sought to finance property acquisition, facility improvements, transit and other infrastructure improvements as well as the expansion of selected research and education programs.

Missouri State University has a long history of being a community partner in assisting in the revitalization of Springfield's center city area. Missouri State's commitment to downtown revitalization continues to evolve. Since 2007, the University has invested

in three major activities that have become the core of the University's vision for IDEA Commons: Jordan Valley Innovation Center (JVIC), Brick City and the Robert W. Plaster Center for Free Enterprise and Business Development. JVIC is a major advanced research and manufacturing facility sited in a renovated brownfield facility in the center city. The mission of JVIC is to develop new products, create jobs and develop the educated workforce necessary to attract and retain advance manufacturing and life sciences companies in Missouri. Brick City houses the University's art and design department and is located in a former refrigerated warehouse

complex. Renovation of the facility housing the Robert W. Plaster Center for Free Enterprise and Business Development began in December 2009. The 120,000-square-foot facility was formerly a poultry processing plant located adjacent to JVIC. When completed, this facility will house a business incubator, Springfield Innovation, Inc., and other entities and agencies that support small business development and expansion.

These key facilities are the building blocks for IDEA Commons. It is anticipated that IDEA Commons will encourage the expansion of the arts; expand opportunities for business development by providing accelerator/incubator space for technology commercialization; develop capacity for the University to form partnerships with entrepreneurs; and, attract and retain creative, entrepreneurial human capital.

Missouri State University has purchased a number of brownfield properties in downtown Springfield for the purpose of expanding IDEA Commons. Physically, IDEA Commons is anticipated to grow to an 88-acre research and innovation park. What makes it unique among other such parks is that it is in an urban neighborhood supporting academic programs, research projects and University-private company partnerships in various interrelated areas.



JVIC, Missouri State's research center, provides "hands-on" learning experiences for students, as well as support and business opportunities for corporate affiliates.

Objectives reflect focus and expansion

The Partners for Progress strategic direction has a number of components that integrate and work in parallel with the Engaged Inquiry strategic direction. Community partnerships often evolve either from the need for research or utilization of the skills and products emerging from the research/inquiry processes. These factors apply equally in research developments emerging from the science and medical areas, the social sciences and in the development of evidence-based teaching and learning practices.

Partners for Progress in the long-range plan has five major objectives:

- Expand the opportunities and increase the impact of JVIC and IDEA Commons on the economic development of the region and state and enhance the University's role and impact in supporting entrepreneurial activities that foster job creation and economic growth in the region and the state
- Increase MSU's presence and impact in helping resolve critical community-based issues locally and regionally
- Expand collaborations and work with P-12 (preschool-grade 12) partners to improve schools and student readiness for college
- Increase technology transfer through innovation and partnerships with science and technology communities in the region and beyond
- Expand opportunities to support social, cultural, education and health related issues through collaborations with local, regional, state, national and global partners

Key Tactics for the Plan

Partnerships or collaborations are mutually beneficial and essential in fostering University actions that make a difference in the community and in ensuring that community resources support the University. The thrust of JVIC is increased technology transfer through innovation and partnership with science and technology communities. Likewise, the aim of the professional medical and teacher education arms of Missouri State University can only function in a close relationship with their respective community counterparts which extend the University learning environment and provide opportunities to advance the state of knowledge in these professions. Key tactics that will be employed to achieve the objectives for Partners for Progress are:

Technology transfer – Technology transfer and commercialization will continue to be developed by strengthening relationships and joint services among MSU, the Missouri Technology Corporation and the Missouri University of Science and Technology.

Innovation center – Springfield Innovation, Inc. will be strengthened to ensure it is a major contributor in the statewide network of innovation centers.

Leverage University funds with private development – Locate selected University facilities and programs in IDEA Commons to stimulate private investment and promote economic expansion.

Integrated programs – Integrate activities of the Small Business and Technology Development Center, Springfield Innovation, Inc., and other related University programs in the Robert W. Plaster Center for Free Enterprise and Business Development.

School partnerships – The University will expand its efforts to seek external funding in partnership with school districts for the purpose of quality improvement in rural education.

Medical community – In the first year of the plan a working group will be established to determine avenues to expand Missouri State-medical facility partnerships beyond education internships.

Valuing and Supporting People

Missouri State will value and support faculty and staff in the context of a dynamic University setting that engages their full potential in an environment of inclusive excellence.

Alumni will tell you. So will current students. What makes Missouri State special is the people.

Outstanding faculty inspire, advise and mentor students. They push them to excel in the classroom. They include them in their research, even at the undergraduate level. And they remain in contact after the students graduate. At alumni meetings across the country, it's not unusual for graduates to give testimonials explaining how a particular faculty member pushed them, pulled them, guided them and provided the support they needed to be successful, not only in their career, but in their lives.

Staff provide support services, an attractive and safe learning and living environment, and provide the business practices and customer services that students today expect. The staff are known for their strong work ethic, their "can-do" attitude, and their commitment to the University and its students. Oftentimes, it is a staff member who is the first contact for the student and, therefore, provides the first impression. Staff serve another crucial service to students; they serve as role models everyday.

There are many similarities among colleges and universities in programs, general campus amenities, special events and activities. What sets an institution apart are the faculty and staff – the people. The only way to have an excellent University is to have excellent people.



One of the goals is to establish the University as an "employer of choice." As part of that goal, Missouri State is committed to the concept of "Inclusive Excellence," which includes employing a diverse workforce.

Workforce by the numbers

If there was any doubt about the significance of the Missouri State workforce, consider:

- More than 70 percent of Missouri State's \$260 million budget is spent on people – salaries and benefits
- Missouri State's Springfield campus is the fifth-largest employer in Springfield
- There are a total of 3,817 employees in the Missouri State System – 2,149 full-time and 1,668 part-time

- On all campuses, there are 795 full-time faculty, 596 full-time administrators/professionals and 758 full-time support staff
- On all campuses, there are 395 part-time faculty, 14 part-time professional staff, 767 part-time support staff and 492 graduate assistants



Objectives focus on compensation, tools and training

Achieving the compensation goals, especially in the current budgetary climate, will be a challenge. But given the impact of the faculty and staff on the future of the University, it appropriately tops the list of objectives.

Also key is the professional development component, with programs tailored to faculty, supervisors and other groups within the workforce. Providing employees with additional training will improve learning, leadership, management, service and processes, as well as make the University stronger. There are nine major objectives under the Valuing and Supporting People strategic objective:

- Recruit and retain a diverse workforce of faculty and staff
- Ensure MSU sustains and improves the capabilities and competencies of its faculty
- Ensure MSU sustains and improves the capabilities and competencies of its academic administrators
- Ensure MSU sustains and improves the capabilities and competencies of its staff
- Align employee performance expectations to achieve MSU's mission and vision
- Reward employees based on merit and at competitive compensation
- Foster an organizational culture that embraces a commitment to assessment of outcomes, continuous improvement, collaboration and teamwork, and visionary leadership
- Enhance and leverage technology to improve teaching and learning systems
- Maintain a modern technology portfolio that enhances productivity and efficiencies

Commitment to a diverse workforce

Missouri State is committed to the concept of "Inclusive Excellence," which includes employing a diverse workforce.

What does "Inclusive Excellence" mean?

- Inclusive excellence expands and enhances humanity.
- The University seizes the moment and the opportunity for growth and enrichment through diversity.
- Missouri State responds to the challenges and the opportunities of a global community.
- Educational excellence is inclusive.
- Valuing differences through diversity matters.
- Businesses and community leaders benefit from the University's leadership to strengthen workforce diversity and cultural competence.
- Diversity serves as a catalyst for educational excellence.
- Diversity strengthens the community while improving our educational environment and the achievement levels for all students.
- Cultural competence is critical to the statewide mission in public affairs by allowing community engagement through ethical leadership.
- Diversity is an economic imperative for our region and our state.
- To realize all of the benefits of Inclusive Excellence requires a diverse workforce – faculty and staff.

Enhancing and leveraging technology

As society continues its transition to an information-based economy, 21st century workers will require even more skill in the use of information technologies and the success of organizations will depend, in part, on their ability to leverage both information and technologies. Information technologies have limited inherent value; their real value is based on the effectiveness of their application.

Nowhere is this more true than in the classroom and laboratories. The University's technology infrastructure must keep pace with the current students' technology IQ and expectations by means of course redesign, a wider range of electronic delivery systems and best practice pedagogy.

Key Tactics for the Plan

The University will continue to make improvements to be the "employer of choice" in southwest Missouri. Key tactics that will be employed to achieve the objectives Valuing and Supporting People are:

Competitive compensation – There will be meaningful, purposeful efforts made to improve the competitiveness of Missouri State's compensation packages for faculty and staff.

Professional development – Based on needs assessment, a comprehensive set of programs will be developed for each of the three groups: faculty, academic administrators and staff. To assist with this, a new Learning Management System will be put into operation.

Diverse workforce – A combination of enhanced targeted advertising, incentive programs and requirements for diverse pools of candidates will help achieve this goal. To assist, a new Applicant Tracking System will be implemented by the Office of Human Resources and the Office of Institutional Equity and Compliance.

My Idea Program – To further engage faculty and staff, and to ensure the University has the best thoughts the University has to offer, the My Idea Program will be implemented. The program provides incentives for best ideas coming from faculty and staff.

Improve technology – The University will expand its technology capabilities, enhance services in the Learning Commons, support electronic delivery of courses, upgrade network capabilities, expand wireless, improve the website, and otherwise improve technology to achieve the mission and goals of the University.

Improve processes – Increased bandwidth will assist learning, research and business processes. New electronic workflow processes will be developed for efficiencies and better sustainability.

Responsible Stewardship

Missouri State will honor the public trust by preserving and protecting the University's assets for future generations of students.

Missouri State serves its 23,000 students on four campuses with a total budget of \$260 million; more than 3,800 employees; 635 total acres of land; more than 5.3 million square feet of space; and \$778 million in property, equipment and infrastructure.

For comparison, the University's budget is similar in size to that of the City of Springfield, City Utilities and the Springfield Public School System. Missouri State remains among the top five employers in Springfield.

The University has stewardship responsibility for significant public assets on a daily basis and that responsibility is a priority. Managing current resources, developing new revenue streams, strategically investing in priorities and reducing risk to all assets will be priorities during the five years of this plan.

Factors influencing the budget

A wide range of factors influence the budget as the University seeks to enhance revenues to benefit students and the learning process. They include, but are not limited to, the following:

- Student fees and tuition now account for more than half of the general operating budget – state appropriations have declined over the years, with a net loss of more than \$10 million from Fiscal Year 2009 to Fiscal Year 2012.
- Based on its own analysis and the advice of legislators and others, Missouri State prepared for two years to face the cut in state appropriations for Fiscal Year 2012. As a result, the University was well-positioned to handle the reduction without harming the academic programs and with minimal impact on current employees.
- Missouri State continues to be challenged by faculty and staff compensation packages that are 10 to 15 percent below the appropriate benchmark based on job responsibility and market – this is significant since total compensation currently accounts for almost 70 percent of the expenses.



The Missouri State University System serves more than 23,000 students on four campuses, some of whom are shown here by the Bronze Bear Statue in front of the Robert W. Plaster Student Union on the Springfield Campus.

- The state of Missouri continues to be in the bottom five among all states in support of education – yet Missouri's public four-year institutions continue to be below the national average in cost, and Missouri State remains in the lower half of cost among the state's four-year institutions.
- The state of Missouri has not had a comprehensive capital appropriations bill for higher education for eight years, and there is little optimism about having such a bill in the near future.
- Future federal funding for higher education, especially for student financial aid, is unclear.
- For the past four years, the Missouri State Foundation has averaged \$1 million per month in gifts, topping the \$15 million dollar mark in giving per year the past three years.
- Sponsored programs have attracted an average of \$20 million annually for the past three years – the growth in sponsored programs is a testament to the increased research and community activity by faculty.

Facilities, infrastructure and maintenance and repair

The five years of 2011-16 will require facilities, infrastructure and supporting services that will meet not only current needs, but also the projected future needs of the institution. The demand for expanded services, constrained resources, changing technology, geographic separation of the Missouri State University System campuses and the backlog of needed repairs all contribute to the challenge of creating a positive and productive learning atmosphere during the next five years.

In addition to University property, another 222,000 square feet of academic and administrative space is leased (principally in Springfield, Mountain Grove, Houston and West Plains) at an annual cost of nearly \$2.2 million to the University System.

Missouri State owns several special facilities, including the William H. Darr Agricultural Center, Baker's Acres and the Bull Shoals Field Station. The University also has access to the 3,300-acre Journagan Ranch.

Available space in University-owned and leased facilities consists of more than 2.54 million square feet, with instructional, research, academic and institutional support accounting for about 62 percent of the total and student services occupying the balance. With just 186 square feet of academic and administrative space per full-time equivalent student (fall 2010), the Missouri State System ranked last among Missouri's public, four-year higher education institutions in this category.

The University's backlog of maintenance and repairs continues to grow faster than the available resources – in 2010, the backlog in maintenance and repair stood at nearly \$91 million.



Objectives include funding, facilities, risk-management

There are eight objectives under the Responsible Stewardship strategic objective:

- Grow and diversify revenue ensuring financial sufficiency and flexibility to support MSU's mission
- Allocate resources, including debt, strategically to achieve MSU's mission and vision
- Manage fiscal assets prudently to ensure the University operates within its means
- Invest in the preservation, modernization and replacement of capital assets to support mission critical needs
- Utilize and operate facilities efficiently
- Operate the University in a safe and environmentally conscious manner
- Demonstrate transparency and accountability to the University's constituencies
- Manage University-wide risk (i.e., reputational, strategic, market, financial and operational) effectively



Managing current resources and developing new revenue streams will be among the University's priorities during the next five years.

Key Tactics for the Plan

Key tactics that will be employed to achieve the objectives Responsible Stewardship are:

Increase revenues – By working with the Missouri General Assembly, donors and granting agencies, increase revenues, both operating and capital, in order to adequately fund the University's mission and goals. A number of specific tactics are included.

Monitor financial strength – Through implementation of best practices and systematic review, the financial strength of the University will be not only monitored, but improved. The goal is to protect the University's financial health and, therefore, its ability to make strategic investments to benefit students.

Maintain and utilize facilities – Based on an inventory and evaluation of facilities and their utilization, strategic investments are envisioned to maintain and enhance the University's facilities. Much of the focus will be on classrooms and laboratories to support the academic and research programs and priorities.

Safe and sustainable – Specific tactics will help ensure Missouri State remains a safe campus for students, faculty and staff. With significant student leadership and involvement, the University plans to further improve its environmentally friendly atmosphere. Topping the list are increasing recycling, reducing energy consumption and designing construction, both new and renovations, to meet LEED standards.

Assure accountability – Through the annual scorecard, the University will measure and publicize its progress on the initiatives. Internal audits will ensure that the University is operating in the most professional risk-free manner possible.

Developing the Plan

The long-range plan was developed over 17 months, included about 100 faculty, staff and students on seven initial work groups, and took input via email and multiple open forums.

The five-year strategic plan for 2011-16 was completed on time and implemented July 1, 2011. It achieves all of the specific elements identified in the goal statement, with one exception: The Faculty Roles and Rewards was postponed until a later date.

Work on the long-range plan began in February 2010 and it was officially approved at the Board of Governors meeting on June 17, 2011. The detailed plan is available on the Web as a dynamic document that can be revised and updated as appropriate during the five years.

The long-range plan was guided by a Steering Committee. More than 100 individuals served on seven work groups to develop the specifics of the plan. In addition, consultant Larry Gates assisted the Steering Committee with conceptualizing the plan. There were three campus-wide open forums, multiple presentations to specific constituent groups and repeated opportunities for feedback as materials were posted on the website.

The true evaluation will be in the implementation of the plan over the next five years. Toward that end, the administration intends to monitor and measure progress annually.

