



University Realignment

President Clif Smart

May 12, 2023

Missouri State
UNIVERSITY



Agenda

1. Transformation Plan Framework (President Clif Smart)
2. Update on This Year's Work and Preview of What's Ahead (EVP Zora Mulligan; Provost John Jasinski and Deans)
3. Q&A

Have a question? Let us know.



Q&A ON ZOOM



OPEN MIC

DURING

AFTER

FOR PRIVATE QUESTIONS OR FEEDBACK, EMAIL PRESIDENT@MISSOURISTATE.EDU



Transformation is Happening Across the University

In addition to the work John and Zora are leading, this year we:

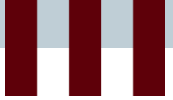
- Made significant investments in health, science, and fine arts facilities across campus
- Had our best year in Jefferson City with significant funding increases for the university
- Made the university a better place to work by giving employees more flexible schedules
- Completed the largest comprehensive campaign in university history



Transformation Year 2

In the 2023-2024 academic year, our focus will shift to:

- Implementation of new strategies identified this year
- Identification, evaluation, and execution of additional ideas to help us move toward the vision set forth in the 2021-2026 Long Range Plan



Transformation to Drive Enrollment

EXECUTIVE VICE PRESIDENT ZORA MULLIGAN



Admissions – 2022-2023 Focus

- **Created and marketed a new scholarship**
- **Increased energy around students from the 417**
- **Built Admissions and MarCom capacity by aligning resources from Access & Outreach**
- **Established the Employer Partnerships unit**
- **Realized the benefits of previous investments in technology and process improvement**
- **Began to build a culture of “recruitment is an all-campus activity”**



Fall 2023 Enrollment Update

BASED ON WEEK OF MAY 2, 2023

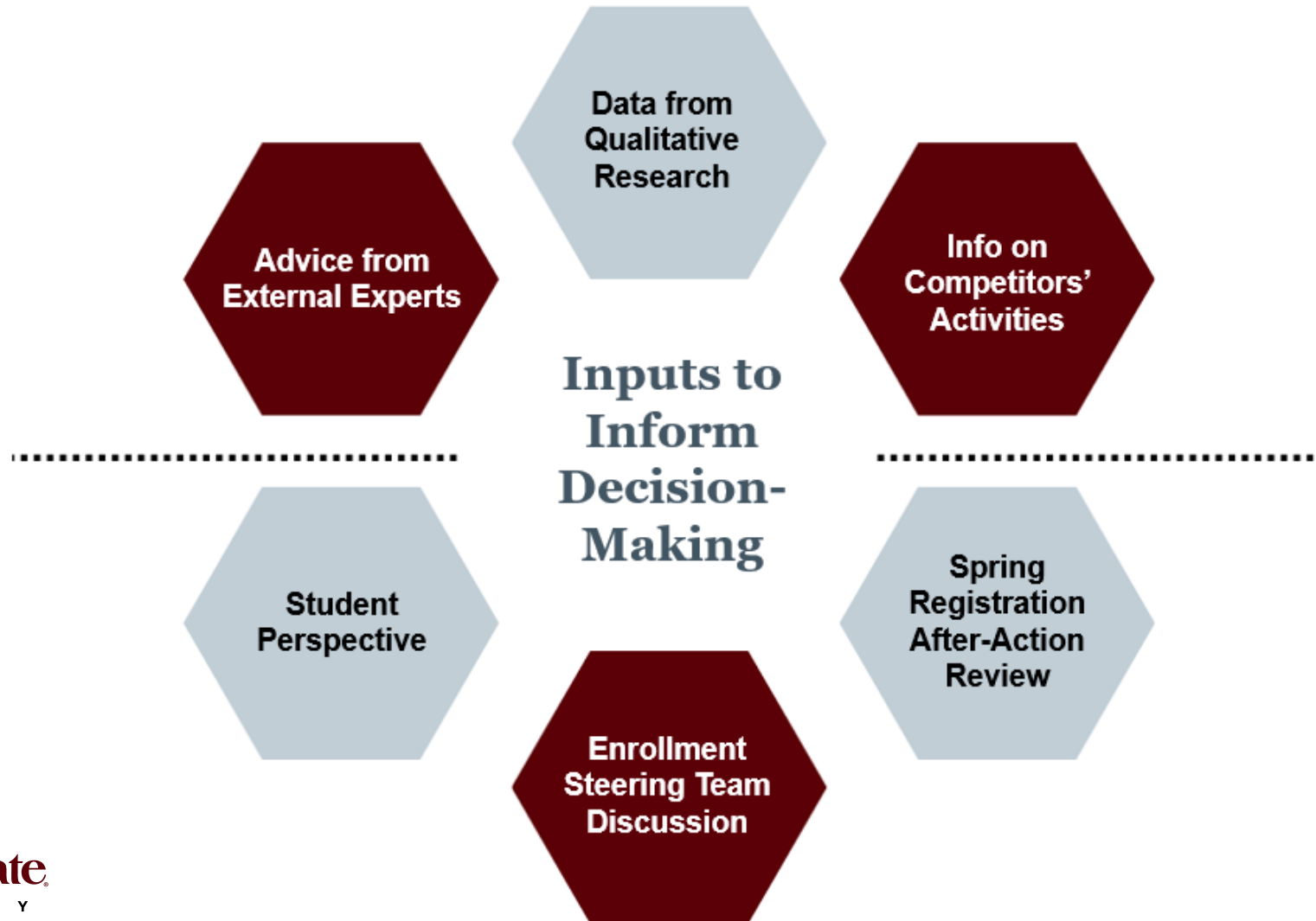
FTNIC Applications		FTNIC DEPOSITS		HOUSING CONTRACTS		SOAR RESERVATIONS	
+5.5%		+22.7%		+15.2%		+22.4%	
Fall 2022	Fall 2023	Fall 2022	Fall 2023	Fall 2022	Fall 2023	Fall 2022	Fall 2023
10,867	11,464	2,225	2,729	3,094	3,565	1,781	2,180



Admissions – 2023-2024 Focus

1. Review and refine new initiatives implemented this year
2. New initiatives will be finalized over the course of the summer; will include:
 - Short- and long-term strategies
 - Focus on populations we know are growing
 - Evaluation of our tuition model and how we market it

Advising and Student Success





Advising and Student Success

PRINCIPLES TO GUIDE DECISION-MAKING

Missouri State's new advising model should be different from the current model by:

1. Providing a consistent advising experience for all students.
2. Creating an environment that fosters advocacy for all students.
3. Including mechanisms that support clear communication.
4. Increasing advisor retention.
5. Fostering a sense of teamwork across campus.



Potential Changes to the Advising Model

Structure

System

Processes

People

Culture

Each college has an advising center.

For colleges with new advising centers: Most Freshmen or Freshmen and Sophomores are advised by staff. Upper-level students are advised and mentored by faculty.

The Academic Advising and Transfer Center continues to advise undecided and Bachelor of General Studies students.



Potential Changes to the Advising Model

Structure

System

Processes

People

Culture

Early alert system evaluated and, if recommended, adopted.

System for tracking progress toward goals developed and implemented.



Potential Changes to the Advising Model

Structure	System	Processes	People	Culture
<p>Include end-users (including advisors) in selection and implementation of new systems and processes.</p> <p>Ensure that the curricular change process includes updates to advisors.</p> <p>Develop and deploy an intentional communication strategy in consultation with front-line staff.</p>				



Potential Changes to the Advising Model

Structure

System

Processes

People

Culture

Address market issues for advisors and reduce incentives to move from job to job on campus.



Potential Changes to the Advising Model

Structure	System	Processes	People	Culture
<p>Celebrate good advising.</p> <p>Define “advising” clearly.</p> <p>Make decisions about advising in terms of a business case for student success.</p> <p>Break goals into meaningful units that are easy to communicate, comprehend, and celebrate.</p>				



Advising and Student Success – 2023-2024 Focus

- 1. Prioritize and implement of changes identified this year**
- 2. Engage in Complete College America’s “Intermediaries for Scale” partnership**
 - Build internal capacity**
 - Identify and implement best practices that align with Missouri State’s mission**
 - Learn from statewide and national network**



Transformation for Our Academic Future

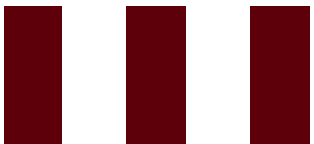
JULY 1, 2023 AND BEYOND

Why?

**Transformation
Plan**

**Long-Range
Plan**

**Strategic
Enrollment Plan**



Guidelines

Focus on student success

Recognize context

Raise academic profile

Enhance collaboration

**Respect
culture**

Academic Affairs



**6 colleges
and
3
affiliate
areas**

Graduate College

University Libraries

Provost's Office

Reynolds College of Arts, Social Sciences and Humanities (RCASH)

Destination campus

Destination campus for the Arts, Social Sciences and Humanities

Trendsetter

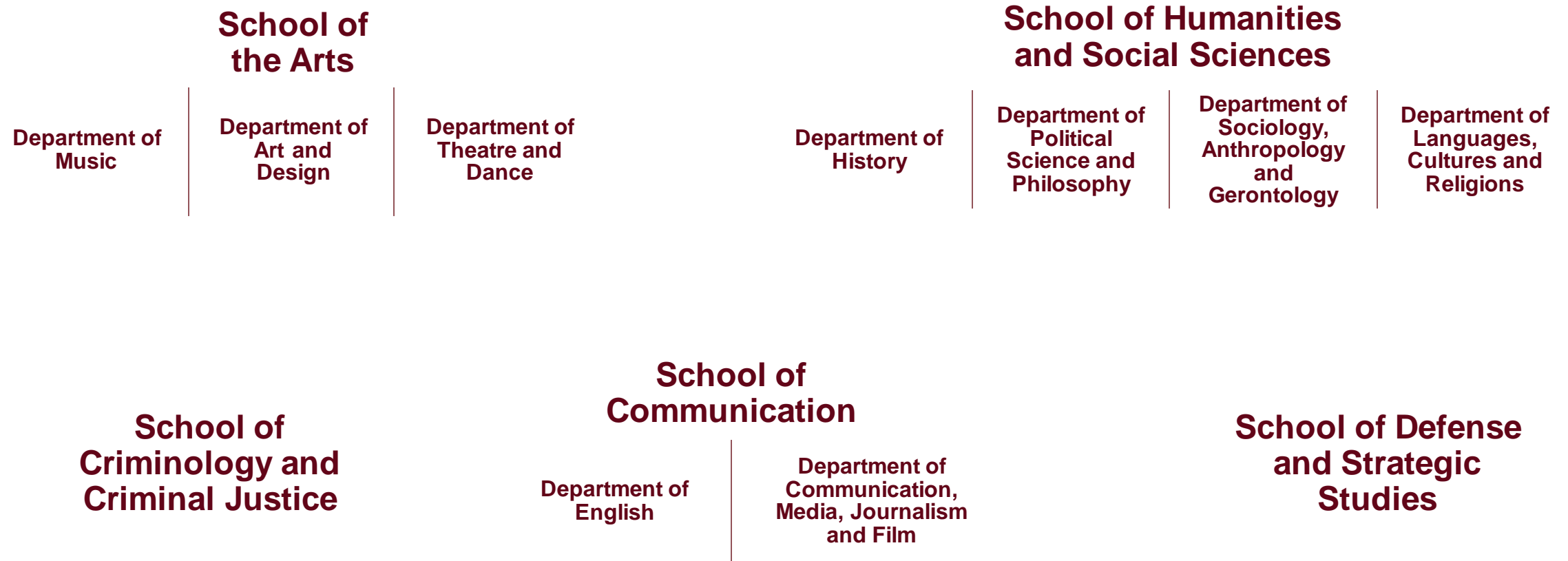
MSU as a trendsetter – we are investing in the Arts, Social Sciences and Humanities (other universities are cutting)

Protect and invest

Protect and invest in academic programs in a named college

Reynolds College of Arts, Social Sciences and Humanities (RCASH)

- 5 schools
- 9 departments
- 2 centers



College of Business (COB)



Expand and enhance
portfolio and remain
university of choice in the
Midwest



Synergize
programs



Remain
mission-focused

College of Business

- 1 school
- 5 departments

**School of
Accountancy**

**Department of
Finance,
Economics and
Risk Management**

**Department
of Information
Technology
and
Cybersecurity**

**Department
of
Management**

**Department
of Marketing**

**Department of
Technology and
Construction
Management
(Unit Name TBD)**

**w/ Merchandising
and Fashion Design**

Darr College of Agriculture (DCOAG)

*Enhance
statewide
prominence*

Leader in Ag
and Ag Ed
in Missouri

*Develop
industry
leaders*

Strategic leaders
promoting innovative
solutions

*Farm to
Fork*

Food, forage
and natural resources

Darr College of Agriculture (DCOAG)

- 2 schools
- 4 programs
- 7 farms

School Name TBD

**Agribusiness,
Education and
Communications**

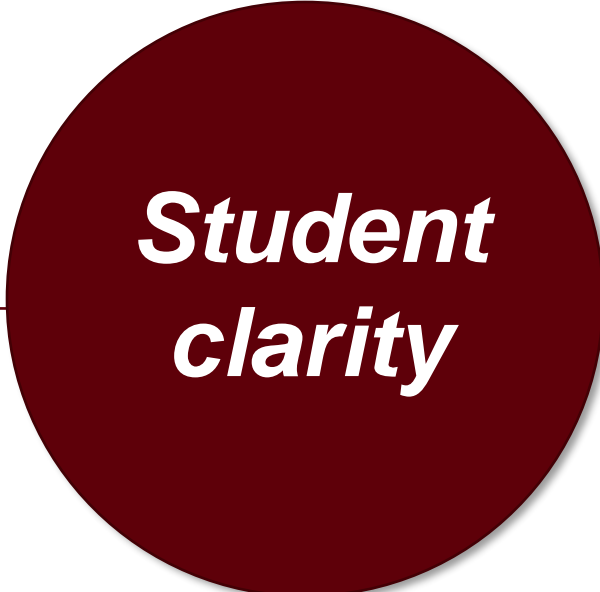
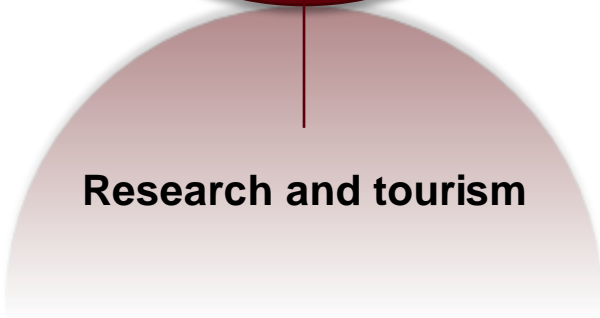
**Hospitality
Leadership**

School Name TBD

Animal Science

**Environmental
Plant Science and
Natural Resources**

College of Natural and Applied Sciences (CNAS)



College of Natural and Applied Sciences (CNAS)

- 1 school
- 5 departments
- 1 coop program
- 3 centers and institutes

Departments

Department of
Chemistry and
Biochemistry

Department of
Mathematics

Department of
Physics,
Astronomy
and Materials
Science

Department of
Biology

Department of
Computer
Science

School of TBD

Geography,
Geology,
Planning and
Sustainability

Co-op Programs

Cooperative Engineering
Program – Civil, Electrical
and Mechanical
Engineering

McQueary College of Health and Human Services (MCHHS)

Multidisciplinary

Multiple
knowledges to
solve a problem

*Integrated
practice*

Health, healthcare
and health science

*Immersive
student
experiences*

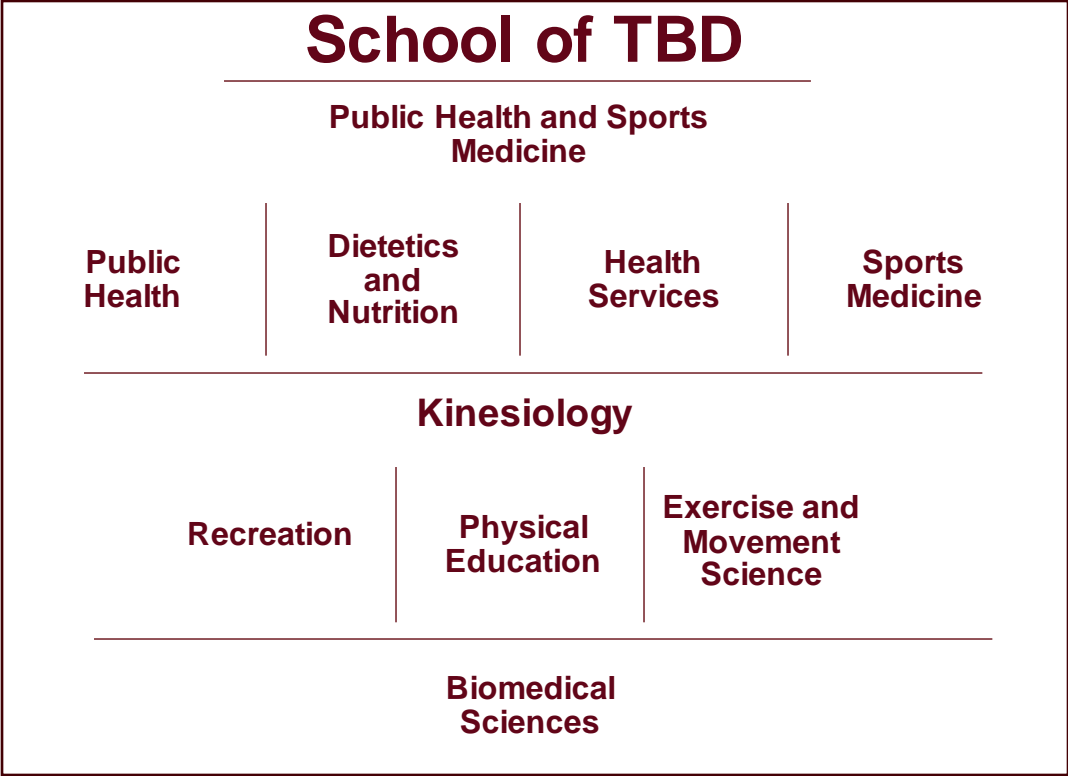
Clinical
rotations and
placements

*Community
integration*

Workforce
needs

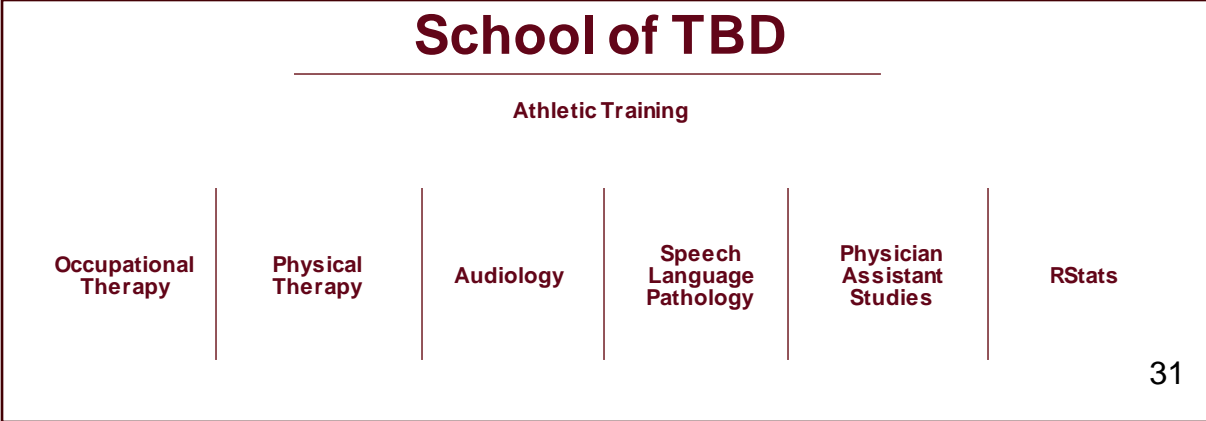
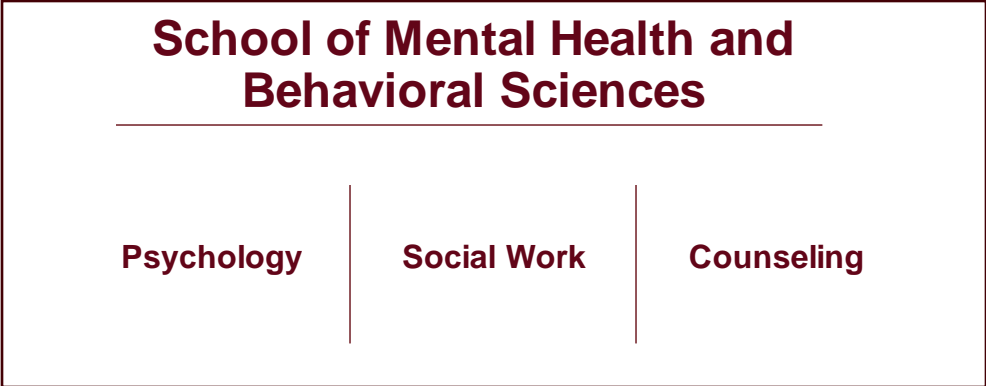
McQueary College of Health and Human Services (MCHHS)

School of Nursing



- 5 schools
- 3 centers and institutes
- 5 clinics

School of Anesthesia



College of Education (COE)



Sustain statewide leadership in teacher education and developmental studies



Raise the profile of the college



Support proactive engagement with schools and communities

College of Education (COE)

- 2 schools
- 1 department
- 3 centers

Schools

**School of Special Education,
Leadership and Professional
Studies**

Special Education
Educational Administration
Student Affairs in Higher Education
Foundations/MATL/SETL/MAT
Educational Technology
American Sign Language

**Greenwood
Laboratory School**

**School of Teaching,
Learning and
Developmental Sciences**

Child and Family Development
Child Life Studies
Early Childhood Education
Early Childhood Special
Education
Elementary Education
Family and Consumer Sciences
Business Education
Literacy
Middle School

**Agency for Teaching,
Leading and Learning**

**Child Development
Center**

University Libraries

***Booming
info
economy***

**Continuous
evolution**

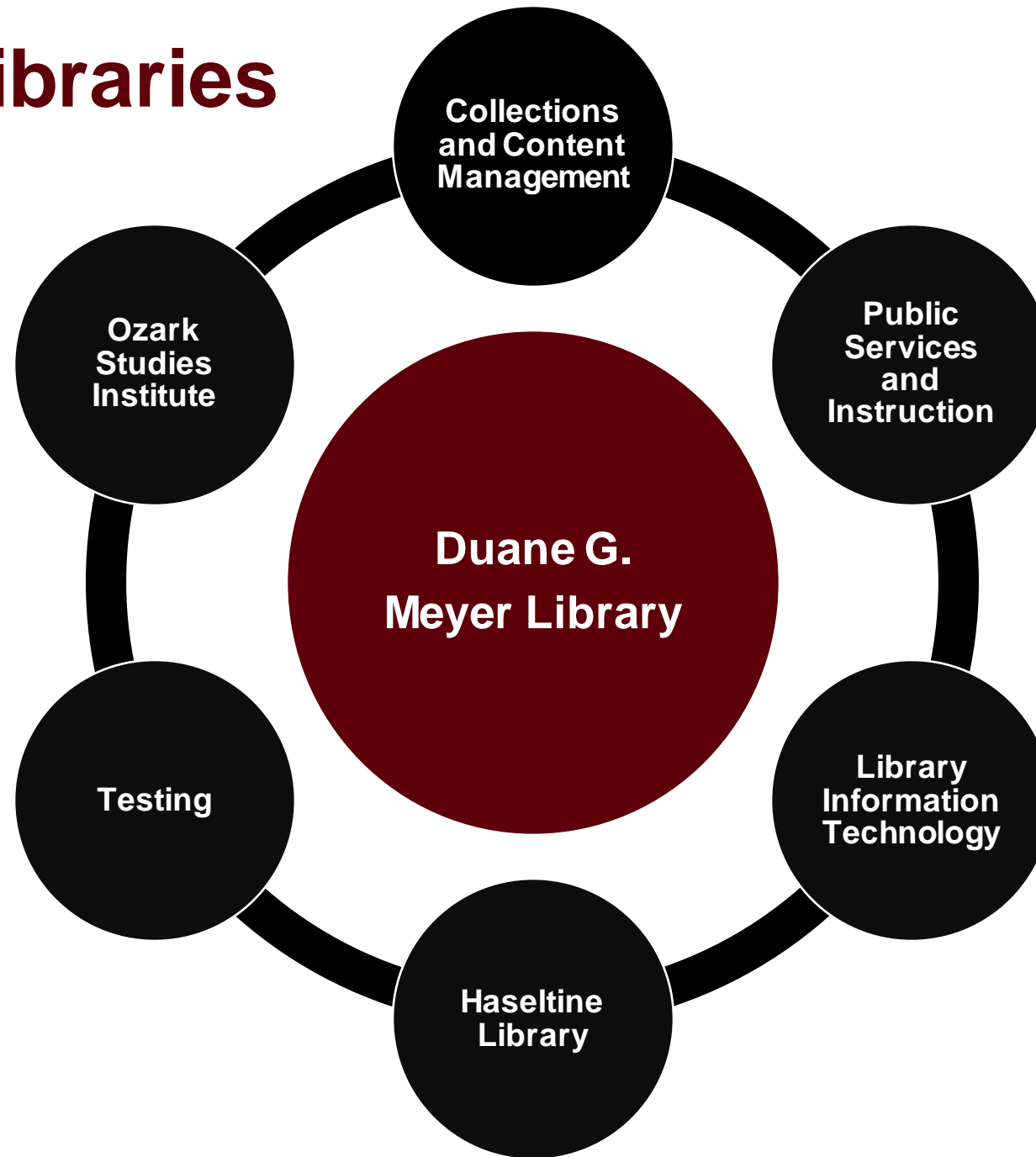
***Digital
content
and
service
partner***

**Leadership role
across academic affairs
and beyond**

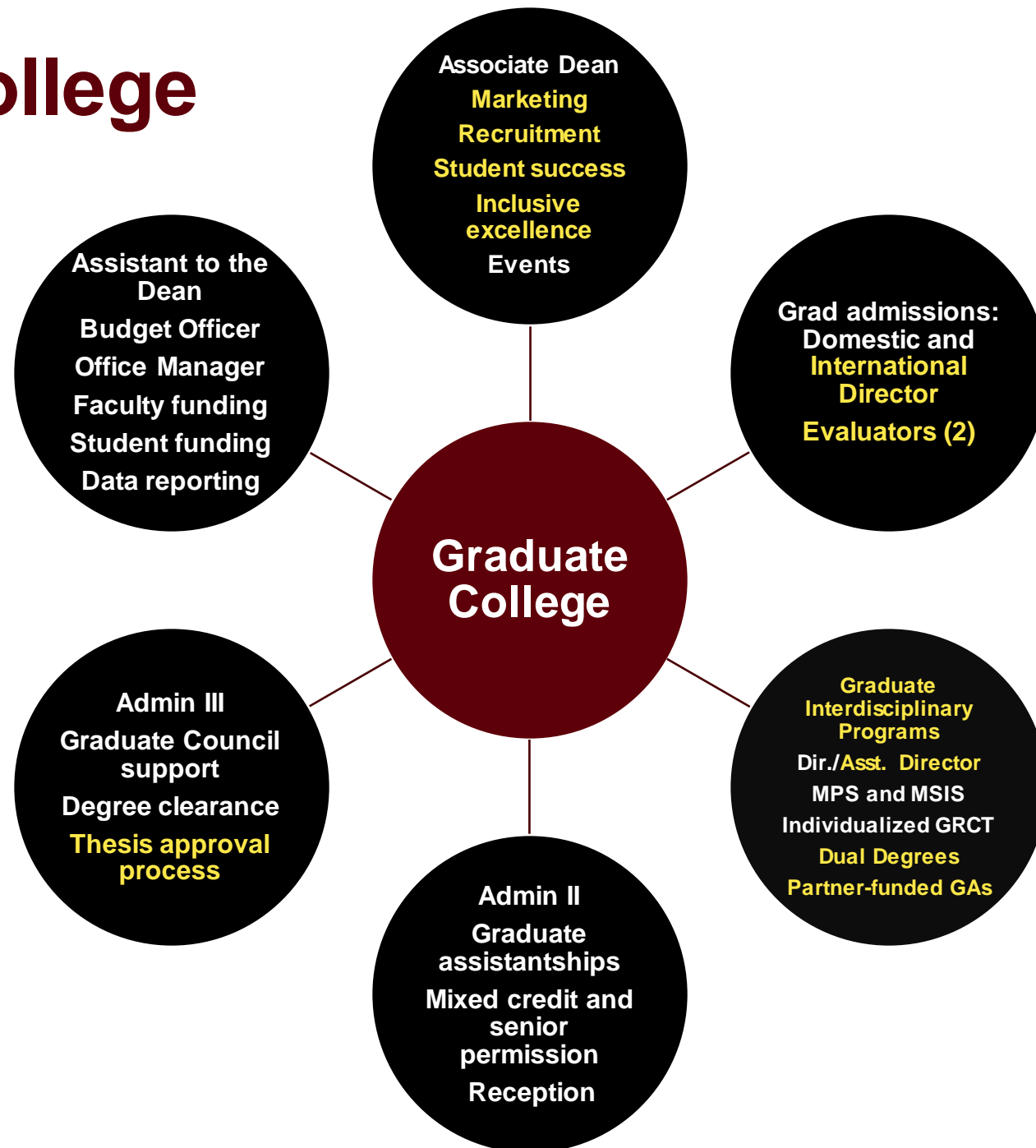
***Library
staff pilot***

**Library staff
development
and team-based work**

University Libraries



Graduate College



Yellow font indicates changes since 2016

“Here’s to Reorganization”

“A bit murky, a bit multidirectional, with its meaning still evolving, but dramatic, dynamic, energizing, and exciting in a way, too.”

Dr. Andrea Hellman
Associate Professor
Department of English



Provost's Office



**Profile,
programs and
people**



**Data
and
information**



**End-user
focus**

Academic Affairs: Key changes



Ken Brown

Chief Academic Strategy Officer



Subha Basu Roy

Provost Fellow for Curriculum and Learning



Paul Durham

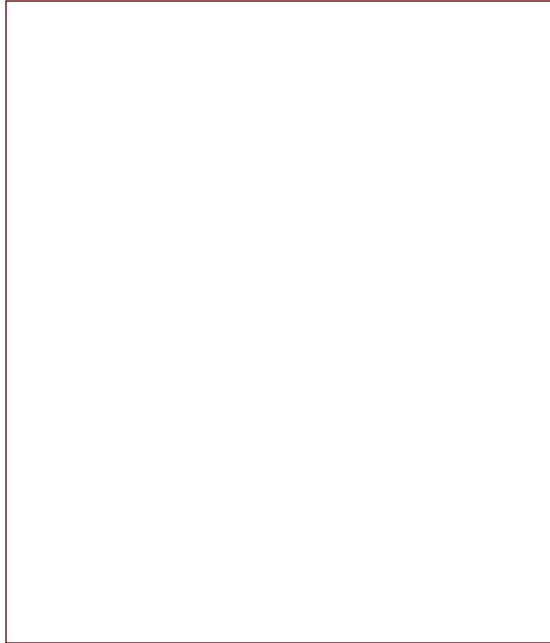
Provost Fellow for Research



Amy Hulme

Provost Fellow for Research Compliance

Academic Affairs: Key changes



Academic Affairs: Study groups/further deliberations

**ROTC
placement
(July 2023)**

**Implementing
and
enhancing
Honors
programming
within
colleges
(July 2024)**

**Haseltine
Library
(July 2024)**

**Enrollment
Management
and Student
Success
(July 2024)**

**Outreach
(July 2024 or
sooner)**

Academic Affairs as MSU's strategic enterprise

Reallocating and investing in academics



\$1.8M for future
academic
investment

Savings and
reinvestment at
college level
from
realignment

Provost
Fellows,
research and
advising

Proposed
COLA and
retention
payment +
centrally-
funded position
adjustments +
college-level
equity

Up to \$5M for
active learning
classrooms
and facility
improvements

Learning Management System (LMS)

*Modern
and best*

For students,
faculty and
staff

*System is
only a
part*

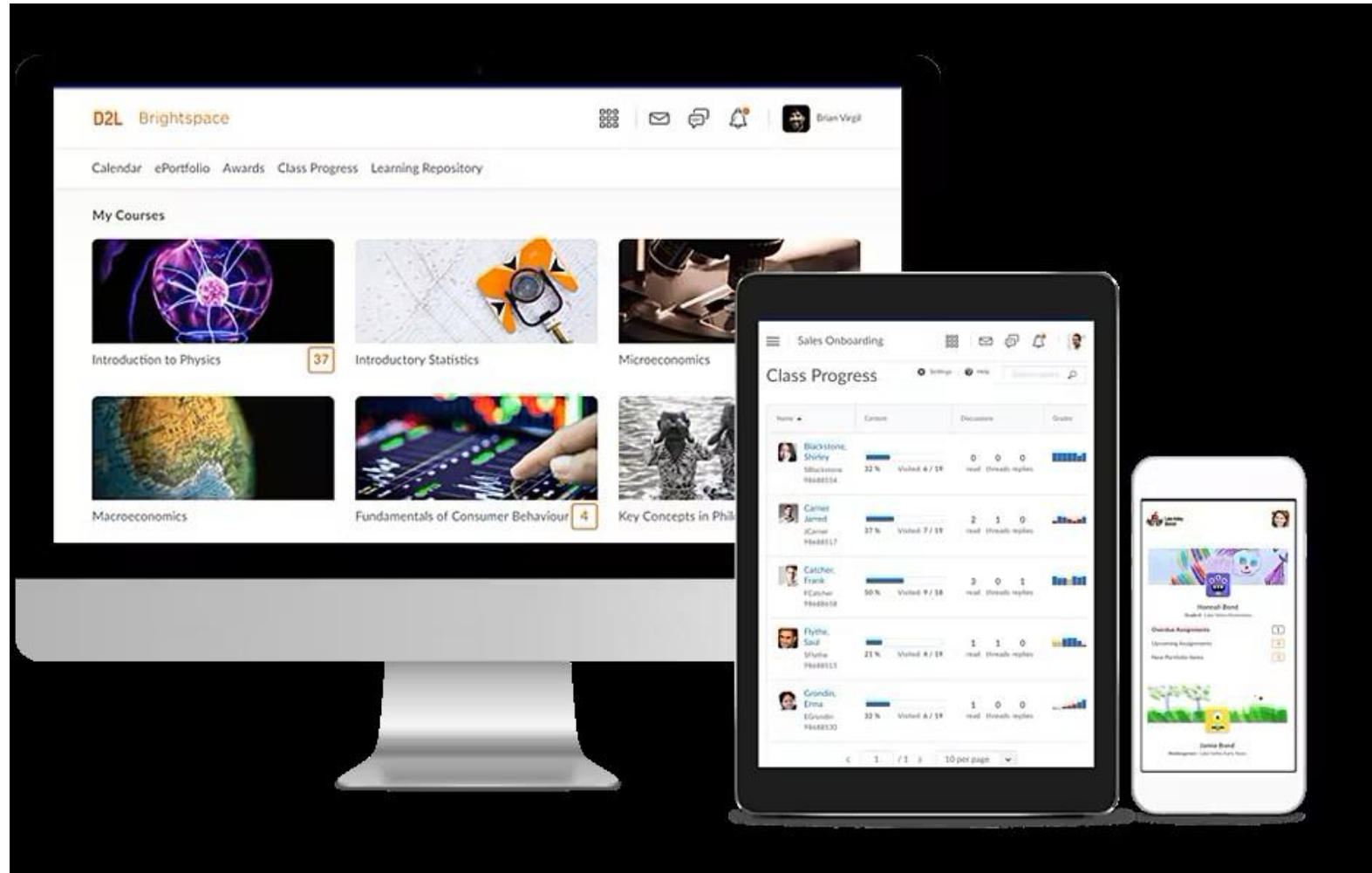
A tool

*Use is
key*

An
imperative

LMS transition – Brightspace/D2L!

- ✓ BOG proposal at the May 18, 2023 meeting
- ✓ Live for fall 2024



Summary

Recognized context, enhanced collaboration and protected culture

Focused on raising academic profile

Avoided program eliminations

Protected filled faculty lines and maintained administrative assistant positions

Transformation for Our Academic Future:
A continuous evolution – changes now and ongoing

Selected new LMS

Injected a variety of investments – immediate and into the future

Decreased number of administrators by 14*

Saved ~\$1.8 million in administrative costs*

*In concert with Provost's Office Realignment

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