



Board of Governors' Retreat

**Friday, 9/11/2020
12:45 - 5:00 PM CT**

<https://us02web.zoom.us/j/88496891710>

I. Roll Call Presented By: Governor Craig Frazier

II. Approval of Minutes of the Board of Governors' Meeting of August 7, 2020 Presented By: Governor Craig Frazier

Minutes of the August 7, 2020, Missouri State University Board of Governors' Meeting - Page 2

III. Strategic Enrollment Management Plan Presented By: Dr. Rob Hornberger, Associate Vice President for Enrollment Management and Services, & Dr. Tammy Jahnke, Dean of the College of Natural and Applied Sciences

III. Strategic Enrollment Management Plan Update - Page 12

IV. Long Range Plan Presented By: Ms. Suzanne Shaw, Vice President of Marketing and Communications, & Dr. Shawn Wahl, Dean of the College of Arts and Letters

IV. Long Range Plan Introduction - Page 14

V. Visioning Guide Presented By: Mr. Matt Morris, Vice President for Administrative Services, and Mr. Mark Wheeler, University Architect and Director of Planning, Design, and Construction

V. Visioning Guide - Page 16

VI. 2020-20201 Action Plan Presented By: President Clif Smart

VI. Action Plan for 2020-21 - Page 18

VII. Resolution Authorizing Closed Meeting, Pursuant to Sections 610.021(1), (2), (3), (6), (9), (11), (12), (13), (14) and/or (17) of the Revised Statutes of Missouri

VII. Closed Meeting Resolution - Page 26

VIII. Adjournment Presented By: Governor Craig Frazier

**MINUTES OF THE BOARD OF GOVERNORS’
MISSOURI STATE UNIVERSITY
AUGUST 7, 2020, 8:30 A.M.
<https://us02web.zoom.us/j/85285659398>**

Roll Call

Present – Mr. Craig Frazier, Chair
Ms. Amelia “Amy” Counts, Governor
Mr. Gabriel Gore, Governor
Ms. Beverly Miller Keltner, Governor
Ms. Lynn Parman, Governor
Ms. Carol Silvey, Governor
Ms. Carrie Tergin, Governor
Mr. Jay Wasson, Governor
Mr. Chris Waters, Governor
Mr. Briar Douglas, Student Governor

Also present – Clifton M. Smart III, President
Jim Baker, Vice President for Research and Economic Development & International Programs
Donna Christian, Director of Internal Audit and Risk Management
Jeff Coiner, Chief Information Officer
Ryan DeBoef, Chief of Staff and Assistant to the President for Governmental Relations
Rachael Dockery, General Counsel and Chief Compliance Officer
Brent Dunn, Vice President for University Advancement
Frank Einhellig, Provost
Steve Foucart, Chief Financial Officer
David Hough, Dean of the College of Education
Dennis Lancaster, Interim Chancellor of the West Plains Campus
Kyle Moats, Director of Athletics
Matt Morris, Vice President for Administrative Services
Wes Pratt, Chief Diversity Officer and Assistant to the President
Suzanne Shaw, Vice President for Marketing and Communications
Dee Siscoe, Vice President for Student Affairs
Rowena Stone, Secretary of the Board

1. **Presiding** – The presiding officer for the meeting was Mr. Craig Frazier, Chair of the Board of Governors. He called the meeting to order at 8:33 a.m. via Zoom webinar.
2. **Approval of Minutes** – Mr. Frazier mentioned that the first order of business was the approval of minutes for the open and closed meetings that took place on June 18 and 19, 2020. Ms. Carol Silvey so moved, receiving a second from Ms. Beverly Miller Keltner.

Motion passed 9-0.

3. **Consent Agenda** – Mr. Frazier noted that the next item of business on the agenda was the approval of the Consent Agenda. The items included in the Consent Agenda:

President

Approval of FY2020/2021 Employment Agreements for Assistant Coaches and Administrators (Human Resources No. 1654-20)

West Plains Campus

Approval of Actions Concerning Academic Employees (West Plains Campus Personnel No. 452-20)

Approval of Actions Concerning Non-Academic Employees (West Plains Campus Personnel No. 453-20)

Approval of Proposed Revisions to the Faculty Handbook (West Plains Faculty Policy No. 21-20)

Procurement and Financial

Approval of Procurement Activity Report (Purchasing Activity Report No. 491-20)

Facilities and Equipment

Approval of Activity Report for the Month of June 2020 (Activity Report No. 311-20)

Approval of an Intergovernmental Agreement Regarding Law Enforcement Services with Missouri State University for Fiscal Year 2021 (Agreement No. 440-20)

Human Resources

Approval of Actions Concerning Academic Employees (Human Resources No. 1655-20)

Approval of Actions Concerning Non-Academic Employees (Human Resources No. 1656-20)

Approval of Employees placed on 2/3 Pay (Human Resources No. 1657-20)

Ms. Lynn Parman made a motion to approve the Consent Agenda, receiving a second from Ms. Miller Keltner.

Motion passed 9-0.

4. **President's Report** – President Smart introduce Dr. Dennis Lancaster, Interim Chancellor of the West Plains campus. Dr. Lancaster provided information on his work experience and history with the West Plains campus.

5. **Report on Reopening Plans** – President Smart then shared information on the university’s reopening plans. Highlights of his report included residence hall move-in, procurement of temporary housing options, updates on fall classes, the creation of the COVID Response Team, the new COVID website and updated Return to Campus Guide, and contingency plans should the pandemic worsen.

President Smart shared that move-in has already begun and will continue to take place over the next week in order to facilitate social distancing. He reported that all 94 residence hall assistants and staff were tested with no positive tests results. Students will be allowed only one person to help with moving in at a time. Everyone involved with move-in, including students and their families, will be required to wear a mask. Move-in related activities and annual large events will be modified into smaller events to take place throughout the week. These activities provide students with a variety of opportunities and activities to engage new students in campus life.

He shared plans for isolating and quarantining students who live in the residence halls through the fall semester. The university has designated space for students testing positive for COVID and separate space available for students who must quarantine but that have not tested positive. Originally, Kentwood Hall and additional space leased at Bear Village was to be used for both purposes, but over the summer, the university realized additional space would be needed. President Smart discussed the walk on resolution of the approval of the purchase of short-term housing options with University Plaza Hotel and The Q. Beginning September 1, the university would have possession of The Q in its entirety for 45 days at a cost of \$478,800 and the option to rent rooms at University Plaza Hotel at a rate of \$85 per day. Both locations would offer internet, linen services, parking, and three meals per day for students. He shared that the plan is to house all students testing positive in The Q and students not testing positive but needing to quarantine at University Plaza Hotel. He commented that the plan would be adjusted as needed with quarantine and isolation changes occurring throughout the semester. President Smart asked for approval of the additional procurement activity report (Purchasing Activity Report No. 492-20).

Ms. Miller Keltner made a motion for approval, receiving a second from Ms. Silvey.

Motion passed 9-0.

President Smart shared updates about fall classes. He stated that while there will be more online and hybrid classes offered, an array of traditional seated classes will also be available. He shared that several changes for course offerings are a result of Springfield Public School’s (SPS) reopening plan. Under SPS’s plan, parents must choose to enroll their students in a full-time virtual learning option or an in-person learning option. The in-person option requires students to participate in seated classes two days per week and virtually three days per week. These plans create a scheduling hardship for many employees who have school-aged children. In response, the university took two actions to help make the situation work for employees:

1. For staff, supervisors were advised to be flexible in accommodating staff members’ scheduling needs. The university has a variety of resources available to make the flexibility possible. Resources include flextime, telecommuting, and leave options. In addition to traditional sick

and vacation leave, temporary policies are in place to provide employees with up to 12 weeks of partially paid leave to care for their children if schools close.

2. For faculty, more classes were moved to hybrid models. Specifically, with very few exceptions, the university allowed faculty to convert 200 level or higher classes to a hybrid model where the class meets in person only once each week. The remainder of the class can then be delivered online, through Zoom, or using some other alternative modality. This allows many faculty members to move some or all of their seated classes to the days their children are in school.

President Smart shared that feedback from prospective students indicated many freshmen have a strong preference for taking seated classes. He stated that because there were still students and families concerned about seated classes, an online pathway was developed for freshmen for the fall semester. This pathway allows students to start seated classes in the spring and stay on pace to graduate in four years. He commented that while the university does not expect many freshmen to choose this online option, it was important to make it available.

President Smart's next update was on the COVID Response Team that was created to handle on-the-ground work related to the coronavirus. When a member of the campus community tests positive for COVID or has been exposed to someone with COVID, they will be instructed to contact the response team. The team will advise the employee or student on how to isolate or quarantine and coordinate university resources for the student. The team will maintain contact with the student to check on their health and be sure their needs are met. The team will also assist the health department in contact tracing for members of the campus community.

President Smart shared updates on communications related to COVID-19 with the university community. He explained that while communications will continue in Clif's Notes, *Inside Missouri State*, texts, emails, and other typical strategies, main communications about coronavirus will be on the COVID webpage that was started in March. The webpage contains an archive of email communications about coronavirus, temporary policies, the number of cases on campus, and information on how to contact the COVID Response Team. He highlighted the updated *Return to Campus Guide* which is accessible via the webpage. The guide contains information on the university's policies and protocols for operations during the fall. Lastly, he shared that there is a frequently asked questions page that provides practical examples of situations that students, faculty, and staff may encounter during the semester.

President Smart then covered campus contingency plans. He shared that the university will not plan to close down as it did in the spring semester. He explained that the university will constantly evaluate relevant data to determine if and when the balance has shifted and operations must be modified. Criteria used when evaluating will include isolation and quarantine space available, absenteeism of faculty, staff, and students, campus case data, access to adequate COVID testing and other critical resources, directives and guidance from health officials and federal, state, and local governments, and trends among peer institutions in higher education. He added that the Board would be consulted every step of the way.

President Smart then presented the Board with two masking policy options. He shared that earlier in the summer, a temporary masking policy was put in place that required masks to be worn in academic buildings and in classrooms in non-academic buildings. Offices and departments in non-academic buildings were allowed to make their own decisions on whether to require a mask and individual faculty and staff members were allowed to decide whether masks must be worn in their private offices. Since that policy was put in place, numerous studies have confirmed the effectiveness of masking, and cities and universities throughout the country have adopted more rigorous masking requirements. President Smart outlined both masking policy options. The first option would require masks in all buildings on campus except residence halls, dining halls, and indoor exercise areas. The second option would require masks in all buildings on campus except while eating in a dining hall, inside residential rooms or apartments, and while exercising at indoor exercise facilities. He shared results from polls completed at employee and student town hall meetings regarding where masks should be required on campus. Option two was the most popular receiving 85% of the vote from faculty and staff and 72% from students.

The Board discussed edits to the second masking policy. Edits included moving the second paragraph of the masking requirement section to the exceptions section and that social distancing requirements would be added within the policy.

Mr. Gabriel Gore moved for the approval of the COVID-19 masking policy - option two (Miscellaneous No. 39-20) with the suggested edits, receiving a second from Ms. Amy Counts.

Motion passed 9-0.

President Smart presented the Board with a testing policy for approval. Under the policy, students, faculty, and staff with COVID symptoms could be tested at Magers Health and Wellness Center at no cost. The policy also states that student-athletes, certain athletics staff, residence hall staff, and anyone who has traveled internationally within the past 14 days must be tested or quarantine for 14 days before returning to campus. He stated that while not included in the policy, the university has also implemented a protocol for voluntary random testing during the fall semester. All of these tests will be administered at no cost.

Mr. Chris Waters made a motion to approve the COVID-19 testing policy (Miscellaneous No. 40-20), receiving a second from Ms. Counts.

Motion passed 9-0.

Cost recovery efforts were then reviewed by President Smart. He shared that due to the good work of our federal and state leaders, a number of opportunities were created for the university to recover a number of costs incurred in response to the pandemic. There are restrictions around each of the funds, and it is a patchwork effort to figure out what expenses are best recovered under which fund. The university has begun submitting reimbursement requests for expenses, and a group is meeting bi-weekly to coordinate efforts to leverage these funds as effectively as possible.

President Smart then called upon Mr. Kyle Moats, Director of Athletics, to provide an update on athletics. Mr. Moats shared that since March, Missouri Valley and the Missouri Valley Football Conference have been meeting weekly to plan for the upcoming fall. Many of the decisions have

been based on guidelines set forth by local governments, the university, and the NCAA. He shared that the Valley's guiding principles used in making decisions include health and safety, ethical decision making, student athlete experience, and quality of competitive experience. Mr. Moats stated that the Missouri Valley athletics directors and the joint committee recommended to university presidents to push back the start of fall sports to September 18 with most practices coinciding with the first day of school. The university presidents approved the recommendation. He shared that a working group for competition, consisting of athletic trainers, facility administrators, and athletic directors, was created to establish consistent guidelines for teams traveling to compete. He stated that guidelines will be administered by the athletics trainers and include temperature screenings, locker room protocol, testing, eliminating handshakes, no switching of team benches, virtual media conferences, no food in locker rooms, and laundry policies.

Mr. Moats shared that all sports activity must file the recently released NCAA return to sports form and follow their guidelines. Guidelines include weekly PCR testing, allowing student athletes to opt out without losing their scholarships, schools paying for COVID-19 related expenses, and that if 50% or more of the teams in a particular sport cancel their season, then there will be no fall championship in that sport. Mr. Moats commented that the university's sports are categorized as high, moderate, and low risk. High risk sports will be tested on a weekly basis, within 72 hours of competition, and moderate and low risk sports will be randomly tested.

Dr. Lancaster then provided a report on reopening plans for the West Plains campus. He shared that West Plains follows policies set on the Springfield campus and adapt them accordingly. He commented that a big concern for the West Plains campus is with residence halls. One residence hall, Grizzly House, will be solely for student athletes and all other residential students will be housed at the Grizzly Lofts. He stated that the focus of West Plains has been on the health and safety of faculty, staff, and students. A faculty and staff town hall was hosted earlier in the week where policies and masking were topics of discussion. Dr. Lancaster stated that for classes, there are multiple options for students that include seated, hybrid, and online. Lastly, Dr. Lancaster shared that volleyball and basketball have been postponed until spring, as a result, there will be no athletics on the West Plains campus during the fall.

6. **Enrollment and Budget Updates** – President Smart shared that the university has good federal and state money supporting it and that enrollment is better than expected on the Springfield campus and slightly behind on the West Plains campus. He called upon Mr. Ryan DeBoef, Chief of Staff and Assistant to the President for Governmental Relations, to provide an update on funding available to the university.

Mr. DeBoef shared that there are several pots of federal money coming from different sources at the university's disposal. Highlights of his report included funding from the CARES Act-Strengthening Institutions Fund, CARES Act-Institutional Funds, and other various funds from the state and county. President Smart commented that the Springfield campus was planning to use \$4 million of reserve funds to cover costs, but that with the federal, state, and county funds, the university will be able to restock reserves. He added that funds received will be split between the campuses per the usual formula previously approved by the Board.

President Smart called upon Dr. Rob Hornberger, Associate Vice President for Enrollment Management and Services, to provide a Springfield campus enrollment update. Highlights of Dr. Hornberger's report included enrollment numbers being better than originally anticipated, graduate enrollment being up, and that the university is doing better than national enrollment trends. He shared data on applications and admits, SOAR registrations, housing contracts, and confirmation fees and FAFSAs. He concluded his report by stating the university is encouraged and optimistic with enrollment numbers while remaining cautious. President Smart added that the budget passed presumed enrollment being down 1,500 students, and the university is in significantly better shape with now anticipating being down around 500 students.

President Smart then discussed budget updates on the Springfield campus. The university estimated it would reduce reserves by the end of FY20 to \$54.7 million dollars. He shared that the university did better than estimated by \$2.3 million and is starting FY21 with \$57 million in reserves. He then reviewed FY21 numbers that started with an anticipated shortfall of \$4 million dollars with adjustments being made for appropriations, revenue, reimbursement revenue through CARES Act funding, and salary savings with frozen positions, equaling a revised shortfall of \$2.4 million dollars. He added that the adjustments did not include revenue from enrollment and that the university is in a good place for contingency planning.

President Smart called up Dr. Lancaster to provide an enrollment update on the West Plains campus. Dr. Lancaster shared that students struggled with the shift to online learning with internet accessibility being an issue for many. He commented that West Plains hopes to see an increase in numbers with plans to be open in the fall with the various course delivery modes. Dual credit numbers also decreased as a result of the pandemic with high schools closing and moving to online learning, but that the university expects to see an increase in the upcoming weeks with schools reopening.

President Smart reviewed the West Plains budget numbers, noting that there was an improvement in estimated FY20 reserves of \$53,542. He added that with the enrollment decline, West Plains anticipated a FY21 shortfall of \$82,075 but with the current numbers, it is now estimated around \$633,320. Funding will be available through the CARES Act to recover some of the shortfall. President Smart concluded the budget update by stating no adjustment is needed to either previously approved budget at this time.

7. Old Business

- a. IDEA Commons Project Update – Dr. Jim Baker provided an update on the IDEA Commons Project that included photos of the build site and renderings for the next phase of the project. JVIC 4 will be a three-floor building of 30,000 square feet with lease agreements already in place for the first two floors. He shared that the closing date on the expansion is set for August 12 with the demolition date set for August 17. Dr. Baker provided a brief update on the efactory and its expansion funding supported by an EDA grant. President Smart commended the Board for their support of these projects as they have given a particular identity to the university that allows it to connect to and invest in the community.

- b. Onward, Upward Campaign Update – Mr. Brent Dunn, Vice President for University Advancement, provided an update on the university’s Onward, Upward campaign. Mr. Dunn shared that the public phase of the campaign opened last October with the goal of \$250 million dollars. At that time, \$151 million dollars had been committed and as of today, the campaign is over \$200 million. He shared that the campaign is on target with an end date in 2022.
- c. Missouri Bicentennial Update – Mr. Dunn provided an update on Missouri State University being a member of the Missouri 2021 Bicentennial Alliance. He shared that the Alumni Association will host a series of public webinars in 2021 to explore and contemplate what’s next for the state of Missouri.

Ms. Carrie Tergin, co-chair of the statewide commission, suggested that the university host an event on August 10, 2021, to celebrate Bicentennial Day on campus. Ms. Silvey added that there is a committee in West Plains planning similar events and asked Dr. Lancaster to provide information on how the West Plains campus plans to be involved. Dr. Lancaster shared that the West Plains campus will host a series of webinars and host a bicentennial photo exhibit on campus in fall 2021.

8. New Business

- a. Foundation Year-End Report – Mr. Dunn provided an overview of the Missouri State University Foundation’s year-end report. He commented that it was a great year with it being the largest year in terms of gifts in the 39-year history of the Foundation. Other highlights of his report included \$24.5 million dollars in deferred gifts, a \$1 million dollar grant, and several six figure gifts.
- b. Office of Research Year-End Report – Dr. Baker provided a year-end report on sponsored projects. Highlights of his report included \$29 million in research contracts, \$22 million through the Foundation, and 289 of 348 proposals being granted. Dr. Baker shared data on funding received historically and commented that even though funding is down \$3 million from last year, he is pleased with the numbers due to the pandemic.
- c. Title IX Policy Revisions – Ms. Rachael Dockery, General Counsel and Chief Compliance Officer, provided historical information and an overview of revisions to university Title IX policies. She commented that everything proposed in the changes, with one or two exceptions, is mandated by the Department of Education and to be implemented by August 14. She highlighted significant changes and provided an overview of each. Ms. Dockery provided a history of Missouri State University’s policy approach and presented a resolution for approval of replacement policies G1.31 Discrimination on the Basis of a Protected Class (Board Policies No. 125-20) and Op1.02-11 Title IX Sexual Harassment Grievance Procedure Policy.

Ms. Silvey moved to approve the resolution, receiving a second from Ms. Parman.

Motion passed 9-0.

- d. Approval of Amendments to the Employee Handbook – Mr. Matt Morris, Vice President for Administrative Services, presented a resolution for approval of amendments to the Employee Handbook for Administrative, Professional, and Support Staff employees and related policies (Human Resources No. 1658-20). He stated that revisions are legally required due to the new Title IX regulations that take effect on August 14, 2020. He added that additional revisions include language updates to be compliant with a new state law and to reflect current processes and existing practices.

Ms. Counts provided a motion for approval, receiving a second from Ms. Miller Keltner.

Motion passed 9-0.

- e. Discussion of 2021 Board of Governors’ Officers – Mr. Frazier commented that at the next regularly scheduled Board of Governors’ meeting, nominations and approval of officers for 2021 will occur.
 - f. Other Procedural Issues – Mr. Frazier led discussion on procedural issues Board members would like to modify. President Smart added that his team will continue to try and send any PowerPoint slides to Board members prior to meeting days for review. Mr. Frazier commented that he would like to have more discussion in part of the regular Board meetings and not just in the committee meetings.
 - g. Discussion of Rescheduling Board of Governors’ Retreat – Mr. Frazier discussed rescheduling the Board of Governors’ Retreat to September. It was decided to hold an in-person retreat on Friday, September 11, 2020, beginning at 12:45 p.m. The focus of the retreat will be on finalizing the action plan for the next year and strategic planning for the next five years.
9. **Closed Meeting** – It was determined that the Board of Governors needed to meet in a closed session to consider items of business provided in the Revised Statutes of Missouri. Mr. Frazier asked if a resolution authorizing a closed meeting of the Board was prepared. Thereupon, the following resolution was presented for consideration:

BE IT RESOLVED by the Board of Governors for Missouri State University that a closed meeting with closed records and closed vote, be held during a recess of this August 7, 2020, meeting of the Board of Governors to consider items of business pursuant to:

R.S.Mo. 610.021(1). “Legal actions, causes of action, or litigation involving a public governmental body...”

R.S.Mo. 610.021(3). “Hiring, firing, disciplining or promoting of particular employees by a public government body...”

R.S.Mo. 610.021(13). “Individually identifiable personnel records, performance ratings or records pertaining to employees or applicants for employment...”

Ms. Silvey moved the approval of the resolution and Ms. Tergin seconded.

A roll call vote on the motion was as followed: those voting in favor – Governors Counts, Frazier, Gore, Miller Keltner, Parman, Silvey, Tergin, Wasson, and Waters; those voting against – none.

Mr. Frazier declared the resolution passed unanimously. The open meeting recessed at 12:41 p.m. to go into closed session.

The open meeting was reconvened at 1:40 p.m.

- 10. Adjournment** – Mr. Frazier adjourned the meeting at 1:41 p.m., on the motion of Mr. Gore, the second of Ms. Counts, and the unanimous vote of the Board.

Rowena Stone

Rowena Stone
Secretary to the Board

DRAFT

III.

Strategic Enrollment Management Plan Update

September 11, 2020

Pandemic Pause

At the end of March 2020 the SEM plan was in its final stages. Seven goals had been created and approved. Each goal had 3-5 strategies that were being finalized. The final stage was to complete the narrative of the plan, embed the goals and strategies, and submit to the Board of Governors for approval in June.

At the time of the pandemic and campus closure we decided to place the SEM plan on hold and repurpose the committees to focus on shorter-term, more urgent initiatives, and then determine how to move forward later in the summer.

Adjustments Going Forward

In July 2020, through counsel from EAB and AACRAO, the long range plan (LRP) and SEM plan leadership teams decided to restart and continue the SEM plan development in coordination with the new LRP process. Following are the action items and remaining timeline for the SEM plan.

- Narrow the scope of the plan and use the opportunity to transition some of the SEM plan objectives to the new LRP.
- Reassess the goals and strategies.
 - Remove the climate (#4) and “raising the profile” (#7) goals and address in the LRP.
 - Review goal #3 and it’s overlap with goals #1 and #2.
 - Adjust according to new circumstances affecting enrollment.
- Update membership of the steering committee.
- Keep the Recruitment Council and Retention and Completion Council and assign specific focus of reassessing the goal strategies.
- Disband the Academic Programs and Deliveries Council and Marketing and Communication Council and transition their work to the LRP.
- Disband Community Involvement Subcommittee.
- Move co-chairs of Data Support Team, Theresa McCoy and Michelle Olsen, to the Steering Committee. Disband Data Support Team. Utilize members as needed.
- Draft of SEM plan will be completed by the end of October.
- Review of the draft will take place in November.
- Final draft will be submitted to the Board of Governors at the December meeting.

Current SEM Goals

1. Recruitment

By 2026, increase overall headcount enrollment by 5% and increase FTE enrollment by 3%.

2. Student Success/Retention

By 2026, increase the first to second year undergraduate student retention rate by 5% and improve persistence at other critical transition points across both the undergraduate and graduate levels.

3. Student Success/Underserved Populations

By 2026, increase the number of African American, Hispanic/Latino/Latinx, first-generation, and Pell-eligible students enrolled by 3% and improve the persistence rate of underrepresented students by 5%.

4. Climate Goal

By 2026, increase equity, and improve institutional support, experience, and overall climate for historically underrepresented, underserved, and under-resourced students, faculty, and staff.

5. Graduation/Completions

By 2026 increase the number of credentials (e.g., degrees and certificates) awarded to 5,800 per year.

6. Financial Preparedness

By 2026, decrease the average loan debt of undergraduate students by 5% after inflation.

7. Raise the Profile

Raise the profile of the University's academic quality through the pursuit of new and emerging academic programs and delivery modes, enrichment of existing curriculum and research, and equipping of students for successful career outcomes that meet workforce demands.

IV.

Long-Range Plan Introduction

September 11, 2020

Entrepreneurial Approach

As we review the prior 15 years since the university became Missouri State University, we recognize a pattern of accomplishment that can only be described as entrepreneurial. Leadership's vision to exploit opportunities has enabled the university to grow and expand in spite of limited budgets. Most recent examples include the \$10 million equity increase in core appropriation, use of new market tax credits to fund the building of JVIC-4, the public/private partnership to build a new residence hall.

This entrepreneurial spirit is also evident in faculty and staff as grass roots efforts result in programs that enhance student access and success – dual credit scholarships, Boys and Girls club scholarships and undergraduate certificates.

In light of these accomplishments and approaches to growing the university, it seems only fitting that as we launch the latest long-range plan (LRP), we set aside the traditional process we have utilized in the past and take a path that reflects the entrepreneurial spirit that drives the university.

Engaging the campus as we focus on the future

Partnering with EAB, we'll launch the LRP process with a ½ day workshop in late September/early October that focuses on future visioning. This will be a virtual workshop that employees interested in the LRP process will be encouraged to attend.

Using the methodologies developed by professional futurist researchers and applying them to EAB's research into the future of higher ed, this interactive workshop will push participants beyond day-to-day challenges and inspire them toward bold thinking about the future.

Our themes for the LRP will be:

- Future of Work
- Globalization
- Campus Climate as related to diversity and inclusion

Theme specific sessions led by EAB will be held in October/November. Open to members of campus, these will be a series of shorter format sessions to further explore these themes. We envision these sessions as catalysts to provide a common framework and language for MSU Focus Groups.

Focus groups will follow, so that once again, members of campus can participate and contribute to the LRP development.

A final draft of the LRP will be presented to the board during the May 2021 meeting with final approval projected for the June 2021 meeting.

EAB Working Sessions

Future Visioning Workshop:

Even before the COVID-19 pandemic, higher ed faced unprecedented pressure to adapt to changing student needs and demographics. The pandemic added even more urgency for college and university leaders to move beyond incrementalism and envision bold, transformational futures for their institutions.

Using the methodologies developed by professional futurist researchers and applying them to EAB's research into the future of higher ed, this interactive workshop pushes participants beyond day-to-day challenges and inspires them toward bold thinking about the future.

During the workshop, participants learn the fundamentals of strategic foresight and immerse themselves in scenarios of **three hypothetical future institutions**. Participants will use these three scenarios not only to discuss potential futures for higher ed—and their own institution—but also to learn how to apply futurist methodologies in their daily lives to become **stronger, more productive future thinkers**.

Theme-specific Sessions:

EAB will lead a series of shorter format sessions on topics we wish to explore further through the Long-Range Plan process. We envision these sessions as catalysts to provide a common framework and language for MSU Focus Groups. Topics could include:

- **Future of Work as related to career and economic development:** One of the lasting impacts of the pandemic on higher ed may be a clarified focus on the role of the university as a regional economic partner. Doing so will require colleges and universities to reevaluate aligning program offerings and student experiences with workforce opportunities. This session will explore how universities are identifying and leveraging their unique strengths to define the Future of Work in their community.
- **Global Engagement:** Institutions are increasingly focused on growing international engagement. Whether it's boosting enrollment or increasing philanthropy, leaders agree that greater international collaboration is a boon for institutions. But as campuses have rapidly scaled up efforts to increase global reach, they have exposed themselves to greater risk. This session will explore challenges for enrollment, research, advancement, and the student experience.
- **Campus Climate as related to diversity:** While issues related to campus climate – diversity, equity and inclusion --have been perennial ones on many campuses, the volume and severity of the climate-related challenges has dramatically increased. This session will explore how these evergreen challenges are being recast by current events and how this evolution is reshaping campus strategies.

Visioning Guide

September 11, 2020

Introduction

In conjunction with the Long Range Plan, every five years the University develops a Visioning Guide to establish a vision for the campus's physical environment. Directly aligned with the Long Range Plan, the Visioning Guide provides long range planning for the architecture, land use, space use, transportation, parking, outdoor environment and utilities in concert with the core goals of the campus. This visual tool creates a strategic plan aligned with the Foundation's fundraising strategies and Financial Services capitalizing on all possible financial resources to improve the campus environment. This strategy has allowed most major capital improvement projects on campus to be executed using outside funding resources for twenty-five to fifty percent of project cost.

2016-2021 Visioning Guide Updates

Over the last five years, the University, through President Smart's leadership, has executed all projects identified as "Underway" on the current Visioning Guide. These projects include:

- Addition and Renovation to Glass Hall
- Computer Lab Relocation from 2nd floor to 1st floor at Meyer Library
- Interior Renovation of Ellis Hall
- Classroom Renovation in Professional Building
- New Health and Wellness Center

All projects identified as "Planned" on the current Visioning Guide have either been completed or are currently under construction. These projects include:

- Interior Renovation of Hill Hall has been completed
- Multi-Purpose Addition to Greenwood is currently under construction
- New Residence Hall is currently under construction
- Plaster Center Phase I Cooperative Engineering Program has been completed
- Plaster Center Phase II Cooperative Engineering Program has been completed

Several projects identified as "Potential Future Projects" were completed or are currently in construction because of the successful fundraising efforts by the Foundation. These projects include:

- Carrington Hall various projects have been completed
- Jordan Valley Innovation Center Building 4 is underway
- Meyer Library various projects have been completed
- Professional Building renovation design is underway
- Tent Theater Pavilion design is underway

2021-2026 Visioning Guide Process

Coordinated by the Office of Planning, Design and Construction, the process of developing the Visioning Guide will involve a series of collaborative meetings and discussions with multiple stakeholders. The Board of Governors will be updated and engaged for feedback throughout the process. The process will include six phases:

- Phase 1 - Investigate:
 - Analyze existing buildings and spaces
 - Update accomplishments from 2016-2021 Visioning Guide
 - Update and revise campus 3d model
 - Student / faculty / staff polling
- Phase 2 - Data Collation:
 - President interview discussing overall vision of campus
 - Vice President interviews discussing overall vision of physical campus
 - Meetings with the following entities:
 - Long Range Planning Steering Committee
 - Student Government Association, Faculty Senate, Staff Senate
 - College Deans
 - Cost Centers
 - Auxiliaries
 - Facilities Management
 - Environmental Management
 - University Safety
- Phase 3 - Analyze:
 - Summarize results of recent individual building studies:
 - ADA Masterplan
 - CNAS Masterplan
 - Residence Life Condition Assessment
 - Professional Building Study
 - Other Studies
 - Document and Analyze information from Phase 1 / 2
 - Create documents / diagrams for feedback
- Phase 4 - Draft:
 - Present draft documents to the following entities:
 - President
 - Vice Presidents
 - Long Range Planning Steering Committee
 - Student Government Association, Faculty Senate, Staff Senate
 - Other University Leadership
 - Campus Community via University Town Hall Meeting
- Phase 5 - Finalize:
 - Finalize reports
 - Finalize visual documents
 - Present to Board of Governors
- Phase 6 - Publish:
 - Publish Final Guide



ACTION PLAN FOR 2020-21

We begin the 2020-21 academic year during a pandemic. We will spend significant time and resources this year on the university's efforts to manage the pandemic's impacts on our community's health as well as the university's operations and finances.

This will be the last year under our existing long-range plan. We will focus in the coming year on closing out goals under the existing plan and developing a new plan for the next five years.

We will focus on academic opportunities and career initiatives as we continue to equip students with the education and skills they need to succeed in a modern world. We will also focus on diversity, equity and inclusion in light of a national conversation about race and information current and former students, faculty, and staff have shared about the experiences they had at Missouri State.

I. FOCUS AREA – CRISIS MANAGEMENT

- A.** Maintain university operations while protecting the health and safety of our campus and community during the coronavirus pandemic.
- B.** Manage revenue losses and unanticipated expenses resulting from the coronavirus pandemic.
- C.** Encourage civility and respectful discourse in political and expressive activities on campus.

II. FOCUS AREA – PLANNING

- A.** Reevaluate the university's mission, vision, and value statements.
- B.** Develop a 2021-2026 long-range plan using a transparent process that invites broad input from internal and external stakeholders.
- C.** Complete the strategic enrollment management (SEM) planning process and incorporate the SEM plan into the 2021-2026 long-range plan.
- D.** Develop visioning guides for the Springfield and Mountain Grove campuses.

III. FOCUS AREA – ACADEMIC AND CAREER INITIATIVES

- A. Maintain the number of degrees and certificates awarded at the goal established by the Board of Governors (5,200).
- B. Implement strategies to grow enrollment in targeted areas.
 - Create a task force to evaluate new academic areas and programs intended to keep MSU education at the forefront of addressing needs of society.
 - Expand academic programs with high student and workforce demand.
 - Maximize enrollment and available pathways using alternative modalities and nontraditional options (e.g. online, blended, block courses, summer, ZOOM, etc.).
 - Coordinate marketing strategies for academic programs with a focus on certificates, career opportunities, new programs, and programs delivered with new modalities.
 - Develop partnerships and consortia arrangements to provide educational opportunities in collaboration with employers and other higher education institutions.
 - Promote the university to dual credit students and continue the dual credit scholarship program for students on free and reduced lunch.
 - Enroll students in new academic programs.
 - Enroll students in new professional doctoral and terminal degree programs and develop plans for additional programs.
 - Build on the success of the existing Bear POWER program to provide a 4-year comprehensive college experience that equips students with intellectual disabilities for employment.
- C. Pursue new partnerships and enhance existing partnerships with domestic and international groups that promote Missouri State.
- D. Develop and promote interdisciplinary and cross-disciplinary educational and research opportunities.
- E. Evaluate opportunities to redeploy academic assets in light of enrollment trends and reductions in available faculty.
- F. Increase career education opportunities.
 - Pilot LinkedIn Learning opportunities for students in particular courses and programs of study and evaluate opportunities to provide such opportunities to a broader group of students.
 - Partner with LinkedIn Learning to provide opportunities for faculty and staff.
 - Utilize career outcomes data and student success stories in recruitment and communications.

- G. Assist faculty in teaching online and using electronic-assisted modalities through training and professional development opportunities.
- H. Submit the 4-Year Assurance Review of the Open Pathway to the Higher Learning Commission, demonstrate that the university meets the criteria for accreditation, and respond to feedback from the assigned team of peer reviewers.
- I. Continue to support research opportunities, submission of grant proposals and the submission of presentations to virtual conferences for both faculty and students as this prepares students for many career choices.

IV. FOCUS AREA – DIVERSITY, EQUITY AND INCLUSION

- A. Enhance intervention strategies for the university’s bias response team to address incidents of bias involving race or another protected class that occur on campus or between members of the university community.
- B. Design and develop a facility expansion of the Multicultural Resource Center.
- C. Enhance and expand diversity, equity and inclusion training and educational opportunities for students, employees, and the external community.
 - Implement curricular modifications to enhance education on cultural consciousness and competence.
 - Promote classes with diversity, equity and inclusion content through the university’s searchable class schedule.
 - Expand the Facing Racism Institute and encourage administrative and academic leadership teams to participate.
 - Create a Student Diversity Leadership Institute for student leaders and encourage SOAR leaders, resident assistants, and all students across campus to participate.
 - Create and expand cultural consciousness educational opportunities for incoming students in residence halls, GEP101 classes, the Public Affairs Conference, and elsewhere on campus.
 - Create and expand cultural consciousness training for faculty, staff, and administrators.
- D. Improve access, retention and graduation rates of underrepresented students.
 - Support underrepresented and first-generation student needs through Bears L.E.A.D., college access programs, and programming through the Multicultural Programs and Multicultural Services offices.
 - Connect students who complete the Jump START program with other campus student support services.
 - Increase involvement with NASPA’s First-gen Forward and First Scholars Network to enhance our support for first generation students.

- Consolidate student accommodations services under the Disability Resource Center and redefine the role of the Learning Diagnostic Center to enhance accessibility for students with disabilities.
- E.** Implement a diversity education initiative in athletics.
- F.** Implement recruitment and retention strategies for underrepresented faculty and staff in furtherance of the revised diversity goals established by the Board of Governors (16%).
- Develop a diverse faculty mentoring program and a diverse staff mentoring program.
 - Expand faculty and staff diversity composition initiatives and the diversity hiring program.
- G.** Review and modify university policies and procedures to ensure equal opportunity throughout the university system.
- Revise admission policies to establish a test-optional admission pathway.
 - Review and modify WBE/MBE bidding requirements to promote WBE/MBE participation on capital improvement projects.
- H.** Continue developing internal and external partnerships to promote diversity, equity and inclusion at the university and in the broader community.
- Develop accelerated paths into graduate programs for undergraduate students enrolled in HBCUs.
 - Enhance participation with the National Black Graduate Students Association.
 - Enhance participation with the Student African American Brotherhood.
 - Continue to collaborate with the Diversity Talent Hub program to promote the hiring of underrepresented students and graduates.
- I.** Increase communication with stakeholders about the university's efforts and positions on diversity, equity and inclusion matters.
- J.** Provide opportunities for the university community and the local community to engage in celebrations, events, and activities that promote diversity, equity and inclusion on campus and in the community.
- K.** Seek external funding to support the university's diversity, equity and inclusion initiatives and efforts.

V. OTHER AREAS

A. STUDENT SUCCESS AND EXPERIENCE

- Support student needs as they navigate campus during the pandemic.
 - Enhance the mental health services available to students in-person and remotely.

- Continue to operate the Student Success Infoline to help students identify resources to meet their needs.
- Administer surveys to identify student needs and adapt university services to meet their needs.
- Promote in person and remote usage of the Bear CLAW and other academic support services.
 - Implement a student mentor program through the Bear CLAW to assist students with academic needs in science courses.
 - Evaluate opportunities to expand the student mentor program to assist students in other courses outside of the sciences.
- Develop a protocol for attendance tracking and implement early intervention strategies to retain students.
- Expand use of text messaging for student support, advising, financial aid, and other communications.
- Eliminate barriers and modify processes that unnecessarily impede student progress.
- Promote degree completion initiatives (Mission Diploma, Finish Line Grant program, Return to Finish, Bachelor of General Studies, etc.).
- Provide opportunities for students to engage in leadership, community engagement and cultural development activities as well as intercollegiate athletics, performing arts, and fine arts events.
- Continue college based proactive advising and increase the number of students served.
- Continue student participation in service learning and high impact learning experiences to the extent possible in light of limitations resulting from the coronavirus pandemic.

B. ECONOMIC DEVELOPMENT

- Leverage expansion of the efactory to support startups and small business clients.
 - Develop new training programs, and update and modify existing training programs to meet the needs of small business and workforce development through the Small Business Development Center.
 - Assist small business clients in the recovery from the pandemic.
 - Promote and expand the focus on corporate innovation and assisting business to make innovation a part of the culture.

- Implement the Jordan Valley Innovation Center (JVIC) expansion.
 - Secure key research affiliate organizations to occupy the remaining space in the JVIC expansion.
 - Continue to develop strong research programs and expand the capabilities of composites research and development.
- Leverage the continued development of IDEA Commons
 - Work with community and business partners to carry out the vision of the innovation district.
 - Leverage community investments in the Grant Avenue and Jordan Creek projects to support the IDEA Commons district.

C. GLOBALIZATION

- Continue student participation in study away programs to the extent possible in light of travel restrictions resulting from the coronavirus pandemic.
- Promote new opportunities for faculty to collaborate with international faculty on research, teaching and service programs.
- Continue initiatives to promote interaction among international and domestic students, faculty and staff, and to promote global learning for all students.
- Continue implementation of the international student recruitment plan.

D. INFRASTRUCTURE

- Complete the JVIC expansion financing plan and begin construction.
- Complete construction of Plaster Center (Phase 2), the McQueary Family Health Sciences Hall addition, and the Greenwood Laboratory School addition. Complete design and start construction on the SPS Magnet School building at the Darr Agricultural Center, the Judith Enyeart Reynolds Performing Arts Pavilion, and renovations to the Professional Building.
- Take possession of the new residence hall pursuant to a public-private partnership agreement.
- Take necessary measures to ensure the campus—including people, facilities, networks and data—remains safe, secure and accessible.
- Enhance technology infrastructure, hardware, and software systems to meet the needs of the university community.
- Incorporate sustainability into campus operations and foster principles of environmental stewardship.

E. FUNDING

- Continue to raise private funds through the Onward Upward campaign.
- Advocate for state funding for university operations and capital projects.
- Evaluate and design a new undergraduate pricing structure for the university.
- Manage university finances to avoid furloughs or pay reductions to the extent possible for faculty and staff.
- Continue to identify creative revenue opportunities, increase and maintain efficiencies and reallocate resources in university operations.
- Continue to implement strategies to improve operations of the campus bookstore.
- Secure a named sponsorship for the Arena.
- Maintain external funding at \$40 million or more annually through private support, grants, and sponsored contracts.

F. ATHLETICS

- Compete for conference championships in men's basketball, women's basketball, and baseball.
- Increase the total number of wins in football and transition head football coach.
- Manage a balanced budget and make adjustments as necessary in light of the coronavirus pandemic.
- Limit the reduction in revenue caused by declining season ticket sales, annual fund memberships, licensing and concessions due to the pandemic.
- Maintain a 3.0 overall grade-point average and a 930 APR score (with an aspirational goal of a 970 APR) in all sports.
- Comply with all NCAA rules with no significant violations and adhere to NCAA ruling regarding volleyball violations.

G. WEST PLAINS

- Maintain university operations and finances while protecting the health and safety of our campus and community during the coronavirus pandemic.
- Implement recruitment and retention initiatives.
- Develop new academic programs and modalities, including welding, rural education, and coursework delivered at correctional institutions.
- Engage in an intentional and authentic process to create a civil environment that is respectful of differences.
- Reorganize campus athletics and external operations to enhance efficiency and build the campus profile.
- Continue to coordinate operations between the West Plains and Springfield campuses.

VII.

RECOMMENDED ACTION - Resolution authorizing closed meeting

The following resolution was moved by _____ and seconded
by _____:

BE IT RESOLVED by the Executive Committee of the Board of Governors for the Missouri State University that a closed meeting, with closed records and closed vote, be held during a recess of the meeting of the Board of Governors to consider items pursuant to

- A. R.S.Mo. 610.021(1). “Legal actions, causes of action, or litigation involving a public governmental body...”
- B. R.S.Mo. 610.021(2). “Leasing, purchase or sale of real estate by a public governmental body...”
- C. R.S.Mo. 610.021(3). “Hiring, firing, disciplining or promoting of particular employees by a public governmental body...”
- D. R.S.Mo. 610.021(6). “Scholastic probation, expulsion, or graduation of identifiable individuals...”
- E. R.S.Mo. 610.021(9). “Preparation, including any discussions or work product, on behalf of a public governmental body or its representatives for negotiations with employee groups;”
- F. R.S. Mo. 610.021(11) and (12). “Specifications for competitive bidding...;” and “Sealed bids and related documents...;”
- G. R.S.Mo. 610.021(13). “Individually identifiable personnel records, performance ratings or records pertaining to employees or applicants for employment...”
- H. R.S.Mo. 610.021(14). “Records which are protected from disclosure by law;” and
- I. R.S.Mo. 610.021(17). “Confidential or privileged communications between a public governmental body and its auditor,....”

VOTE: ___ AYE

___ NAY