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.
     o Enhance the mental health services available to students in-person and remotely.
     o Continue to operate the Student Success Infoline to help students identify resources to meet their needs.
     o 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.
  o 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.
  o Assist small business clients in the recovery from the pandemic.
  o 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.
  o 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
  o Work with community and business partners to carry out the vision of the innovation district.
  o 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.