

A photograph of a large, classical-style building with a prominent portico supported by several tall columns. The building is light-colored, possibly white or light blue, and has many windows. A flagpole with a flag is visible in the background. The sky is a clear, deep blue. The image is used as a background for a document cover.

Missouri State  
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# University Council

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December 2, 2025



# Welcome

# Reminder: Upcoming Town Hall

- Friday, December 5, 2025, 2-3:30 p.m. in the PSU Theatre
- Submit questions to [President@MissouriState.edu](mailto:President@MissouriState.edu)



# 2025-2030 Facilities Master Plan

December 2, 2025



Mark S. Wheeler – AIA, LEED AP  
University Architect and Director of Planning, Design and Construction





# What is the Master Plan?

- The Master Plan is aligned with University's Strategic Plan: 5-year increments
- Visual tool to be used by the University to determine future growth
- Allows Board of Governors and state planners a method for moving the University forward with dedicated resources
- Aids in the development of short- and long-range financial plans
- Provides planned growth for the University within the Springfield community
- Facilitates campus-wide participation in planning the future development of the University

## 2021-2026 Master Plan – Main Campus

Underway Planned City of SGF



## 2021-2026 Master Plan – Downtown Campus

Underway Planned City of SGF







# 2025-2030 Master Plan Process

**Strategic Plan  
Complete**

**September -  
October**

## **PHASE 1**

Investigate / Input

- Analyze Existing Buildings/Space
- Analyze 2016-2021 Visioning Guide
- Update campus masterplan drawings + documents
- Update / Revise campus plan 3d model
- Student/faculty/staff polling

**October -  
March**

## **PHASE 2**

Data Collection

- President interview discuss overall vision of campus
- Board of Governors input
- VP interviews discuss overall vision of physical campus
- Align with Strategic Planning Committee

**March - May**

## **PHASE 3**

Analyze

- Summarize results of recent individual building studies
- Create documents / diagrams

**May - August**

## **PHASE 4**

Draft

- Present draft documents to the following entities:
  - Board of Governors
  - President
  - VPs
  - Strategic Planning Committee
  - Other University Leadership

**Fall 2025**

## **PHASE 5**

Finalize / Publish

- Finalize reports
- Finalize visual documents
- Present to Board of Governors
- Publish Final Guide



# 2021-2026 Master Plan – Main Campus

Underway

Planned

City of SGF

Projects categorized as **Planned** are as follows:

- 6 - Plaster Student Union Addition for the Multicultural Resource Center Phase II **Plan Completed**
- 7 - Temple Hall Addition **Under Construction**
- 8 - Temple Hall Renovation **Under Construction**
- 9 - University Safety Master Plan **Plan Completed**



Projects categorized as **Underway** are as follows:

- 1 - Grand Street Underpass **Completed**
- 2 - John Goodman Amphitheatre **Completed**
- 3 - Kampeter Health Sciences Hall **Phase I, Completed**
- 4 - New Residence Hall **Completed**
- 5 - Plaster Student Union Multicultural Resource Center and Office of Student Engagement Phase I **Completed**



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## POTENTIAL FUTURE PROJECTS



prepared by **PLANNING, DESIGN & CONSTRUCTION**

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# How should we categorize capital improvement projects?

## 1 2016-2021 VISIONING GUIDE

UNDERWAY

PLANNED

POTENTIAL  
FUTURE  
PROJECTS

## 2 2021-2026 VISIONING GUIDE

Underway

Planned

City of SGF

## 3 2025-2030 MASTER PLAN

Underway

Planned (0-5 Years)

Proposed (5-10 Years)

Future Potential  
(10-25 Years)

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### UNDERWAY

#### GLASS HALL

The College of Business has outgrown the existing facilities within Glass Hall. Additional spaces along with renovations of the existing building are needed to keep the college current and competitive. A new main entrance is needed for this building that will provide a sense of place for the students, faculty and alumni of the College. New interior finishes are needed to replace the old, worn-out, outdated materials. Improvements to common areas including a food court are planned to enhance the student experience. A Student Success Center addition is planned to house the college's career center, advising, corporate recruiter space and a board room.



#### MEYER LIBRARY

This project includes the relocation of the open access computer lab from the second floor to the first floor. In addition, construction of office space, additional power and data will be installed to support the new computer lab.

#### ELLIS HALL

Improvement to existing academic facilities continues to be a University focus. Ellis Hall, built in 1959, houses the Music Department. Renovations to the building will include replacement of the exterior curtain wall with energy efficient materials, upgrade of electrical and mechanical systems with concentration of soundproofing and environmental control for the delicate musical instruments.



#### PROFESSIONAL BUILDING

With the relocation of the Hospitality and Restaurant Administration department, the existing kitchen, will be reequipped to suit the needs of the Dietetics program. Most finishes including floor, ceiling and walls will be replaced and new equipment will be provided to support classes in the space.

#### HEALTH AND WELLNESS CENTER

Following the positive vote by students, the University is proceeding with the design and construction of a new health and wellness center. The new center will be approximately twice the size of the current facility and will be located on the same site as the existing center. The existing health and wellness center will relocate temporarily during the construction of the facility. The existing bookstore will not be moved or renovated under this project.



### PLANNED

#### HILL HALL

Hill Hall, built in 1924 houses the College of Education and the Department of Psychology. The renovation will improve access and provide modernization of the building. It will include electrical and mechanical systems upgrades and improvements to lab, office and classroom space.

#### NEW RESIDENCE HALL

Housing is planned near the downtown area. The facility will reflect the historical surroundings and is designed to engage the street life with the building occupants.



#### GREENWOOD LABORATORY SCHOOL

The University is looking to add a multi-purpose addition to the southeast corner of Greenwood Laboratory School near the intersection of Bear Boulevard and Hampton Street Transitway. This is currently the location of the outdoor paved basketball court. The addition is to include a new south "front" entrance, an adjacent office, a lobby supporting the school, restrooms, and a multipurpose center capable of seating eight hundred people. The existing utility building will be incorporated into the final design.

#### PLASTER CENTER

There is a necessity for a build out of approximately 30,000 square feet of unusable space within the Robert W. Plaster Center for Free Enterprise in order to accommodate the expansion of the cooperative Missouri State University and Missouri University of Science and Technology engineering program. Missouri State University and the Missouri University of Science and Technology are proud to currently offer two engineering programs on the Missouri State University campus - Civil and Electrical Engineering. This is an ABET accredited Engineering Program. All of the courses are taught on the Missouri State University campus. New construction would transform unusable space into a quality educational environment supporting cooperative engineering programs.

### POTENTIAL FUTURE PROJECTS

#### ALUMNI EVENTS CENTER

A new events center is desired on campus to serve the growing alumni base of the University. Located near the Davis-Harrington Welcome Center, this facility will be a sister facility, marking the main vehicular entrance to the University. Inside the facility beyond the office and conference rooms that will be provided, a large meeting room will be created to allow for large events to be hosted on campus reinforcing the alumni's connections to the University.

#### CARRINGTON HALL

This campus landmark, built in 1908, is the Missouri State University central administration building. It is frequented by all students, faculty, staff and visitors to the campus. Renovations in Carrington Hall will include reallocation of internal spaces in order to better meet current and future needs. Infrastructure upgrades will include HVAC, plumbing, fire suppression and electrical system improvements.

#### CHEEK HALL

Cheek Hall is home to the departments of Computer Science, and Mathematics as well as the Information Services division. An additional graduate program and enhanced learning pedagogies require space improvements and redesign. This renovation project will redesign, modernize and upgrade the facility as well as the HVAC and electrical systems serving the university community.

### POTENTIAL FUTURE PROJECTS

#### CRAIG HALL (SCENE SHOP)

As new facilities are programmed and created for the College of Arts and Letters, the vacated space in Craig Hall will need to be renovated to meet the requirements of the programs that will remain there. Built in the 1960s, this structure needs renovation, including the creation of state-of-the-art classrooms and an upgrade of Cogger Theatre, to allow Craig Hall to meet the instructional needs of the College.

#### ELECTRONIC ARTS BUILDING

The 23,500 square foot Electronic Arts Building will be located within the IDEA Commons area. The Electronic Arts program is an interdisciplinary program involving faculty, students and resources from the Music, Art & Design, and Media, Journalism & Film Department in the College of Arts & Letters. This facility will be a state-of-the-art digital production facility designed to be used both as an educational facility and as an entrepreneurial center located in the heart of the IDEA Commons. This facility will provide a unique incubation facility where art and business can partner to develop electronic art applications for the future.

#### INTERMODAL TRANSFER STATION

A new intermodal transfer station is planned for the northeast edge of the MSU main campus. The addition of this transfer station will provide multiple public transportation connections, access points to pedestrian and bicycle pathways, additional retail and office space, and increased public and University parking options. The University will partner with others to bring expanded transportation options to downtown Springfield and Center City, to promote and increase mass transit use by all.

#### INDOOR PRACTICE FACILITY

This proposed building includes a multi-sports indoor practice facility which could be constructed on the site of the grass ROTC field across the street from the Foster Recreation Center. This will be funded through private donations.

#### JORDAN VALLEY INNOVATION CENTER

JVIC Building #4 is the final building to be completed in the JVIC building complex. Jordan Valley Innovation Center (JVIC) Building #4 will provide expansion space for the eFactory, which is currently at full capacity. The eFactory is dedicated to helping entrepreneurs and businesses in southwest Missouri start, grow and accelerate their companies. JVIC Building #4 will also house the Department of Physics to encourage collaboration, innovation, research, and education necessary to support the companies developing within the eFactory. Relocation of the Department of Physics will also allow the University to backfill existing space for expansion of the sciences.

#### KEMPER HALL AND KINGS STREET ANNEX

The renovation of Kemper Hall and Kings Street Annex constitutes the second phase of the vision for the science complex. The comprehensive upgrading of these two facilities will enable the University to better fulfill its research and teaching requirements.

#### LOT 24 RAMP (UNDER GRAND STREET)

With a planned widening of Grand Street on the University's southern border, Missouri State University wishes to make improvements to the existing underpass to make it much more accessible for all individuals. Extending the tunnel to the south allows for an entrance without steps. The north side of the underpass will be coordinated with the new Theater and Dance facility to allow complete accessibility to campus.

#### MCDONALD HALL

McDonald Hall, built in 1940, houses the Kinesiology Department. Renovation will include construction of a redesigned interior for current program needs and complete electrical and mechanical system upgrades. Renovation will provide necessary improvements and allow for consolidation of academic programs to the core of campus.

#### MEYER LIBRARY

Use of the library has doubled in the past decade. This project will provide better technology, furnishings, and an improved layout to support the collaborative, media-rich higher learning for MSU students today and for generations to come.

### POTENTIAL FUTURE PROJECTS

#### MULTICULTURAL CENTER

As the multicultural student population continues to grow, the need for more physical space for multicultural services and programs also grows. A new Multicultural Center is desired in the heart of campus. This facility would provide meeting, organization and programming space.

#### OZARKS SCIENCE CENTER

The Ozarks Science Center will house basic and applied research and undergraduate and graduate educational programs that address science and health issues. Its applied research and educational programs will be guided by regional and state needs, and the work of the Center will result from collaboration with the government. The research made possible by this facility is in concert with the Statewide Public Affairs mission of Missouri State University.

#### PROFESSIONAL BUILDING

As program growth continues in health-related fields, the College of Health and Human Services will require additional instructional, laboratory, clinical and research space. This major addition to the north of the Professional Building will nearly double the available space, allowing for expanded educational program offerings.

#### STUDENT UNION EXPANSION

As the student body continues to grow and student involvement also grows, more and more pressure is being put on the ability of the current Plaster Student Union to meet the needs of the University. Additional meeting spaces are needed to allow for more activities to occur. With the construction of the Welcome Center expansion which will include a new university bookstore location, the existing bookstore location could be transformed into both an annex for the Plaster Student Union and a Multi-Cultural Center. The existing space can be transformed into more meeting spaces to serve the campus along with a dedicated space for a new multi-cultural center.

#### TEMPLE HALL

A science complex will be created in the southwest corner of campus through renovation of existing facilities. The renovation of Temple Hall constitutes the first phase of the two-phase vision of the science quad. Temple Hall was constructed in 1969 and now requires major upgrading to adapt to the expanded research and teaching requirements keyed to the University's theme of science and the environment. Temple Hall will be renovated to create updated classrooms, laboratories, and research space.

#### TENT THEATRE PAVILION

To continue the tradition of summer theater under a tent, the College of Arts and Letters would like to create an outdoor pavilion that would serve both the department and the patrons better. This new pavilion would continue the tradition of the production of plays in an outdoor environment but would provide a structure that would better enable the theater and dance department to produce the productions and increase patron comfort.

#### THEATRE AND DANCE BUILDING

The Theatre and Dance building, to be located at the current site of the Art Annex, will contain dance studios, rehearsal spaces, design tech labs, and faculty offices for the department of theatre and dance. It will also house the Black Box Theatre, which will provide a more intimate setting for departmental productions and performance workshops.

#### WELCOME CENTER (NEW BOOKSTORE)

The second phase of the Welcome Center will be devoted to supporting the functions of the University's Student Admissions, Success Center and Bookstore. Upon completion, departments will be relocated from Carrington Hall (the current Administration Building) to this new addition. By relocating these offices space will be gained in Carrington, allowing for expansion and much needed growth of other administrative units. The bookstore relocation will allow the existing bookstore space to be renovated.

MISSOURI STATE UNIVERSITY IS  
COMMITTED TO ENVIRONMENTAL  
SUSTAINABILITY & STEWARDSHIP.  
[WWW.MISSOURISTATE.EDU/SUSTAINABILITY](http://WWW.MISSOURISTATE.EDU/SUSTAINABILITY)





# Strategic Plan Alignment with Masterplan

Igniting Opportunity 2025-2030 Strategic Plan					
VISION	Missouri State will be the nation's leading public affairs university, delivering on our mission by cultivating civic responsibility and igniting social and economic opportunity.				
GOAL AREAS	ACADEMIC OPPORTUNITIES & INNOVATION	COMMUNITY PARTNERSHIPS & ECONOMIC DEVELOPMENT	INSTITUTION OF CHOICE FOR STUDENTS & EMPLOYEES	STUDENT & ALUMNI EXPERIENCE	BRANDING & IDENTITY
2024-25 PRIORITY STRATEGIES	CONNECT CURRICULUM TO CAREERS AND OUTCOMES	PROMOTE EXPERIENTIAL LEARNING*	INVEST IN LEADERSHIP DEVELOPMENT AND TALENT RETENTION	PROMOTE PROACTIVE STUDENT SUPPORT	REFRESH THE BRAND
			DEVELOP A SEM PLAN		
ADDITIONAL STRATEGIES	Promote interdisciplinary curriculum, programming, and scholarship  Increase equitable access  Foster increased research productivity	Support technology commercialization and entrepreneurship  Share talent  Assess and improve staffing structure  Develop a database of university expertise	Achieve meaningful gains in student and employee satisfaction  Design a culture of connection, recognition and purpose  Elevate Missouri State's national profile in teaching and research  Achieve competitive excellence in Conference USA  Position MSU as a leader in student access and success	Implement the University Advancement strategic plan  Increase participation in campus events and organizations  Increase alumni engagement	Amp up fans and spirit  Centralize academic success stories  Bring the community in, send the campus out  Invite people to be where the Bears are  Connect students and alumni through stories

\* "Promote experiential learning" was originally a strategy in Academic Opportunities and Innovation. It overlaps significantly with themes in Community Partnerships & Economic Development.

\*\* Strategies, tactics, and potential actions related to public affairs appear in all five goal areas.

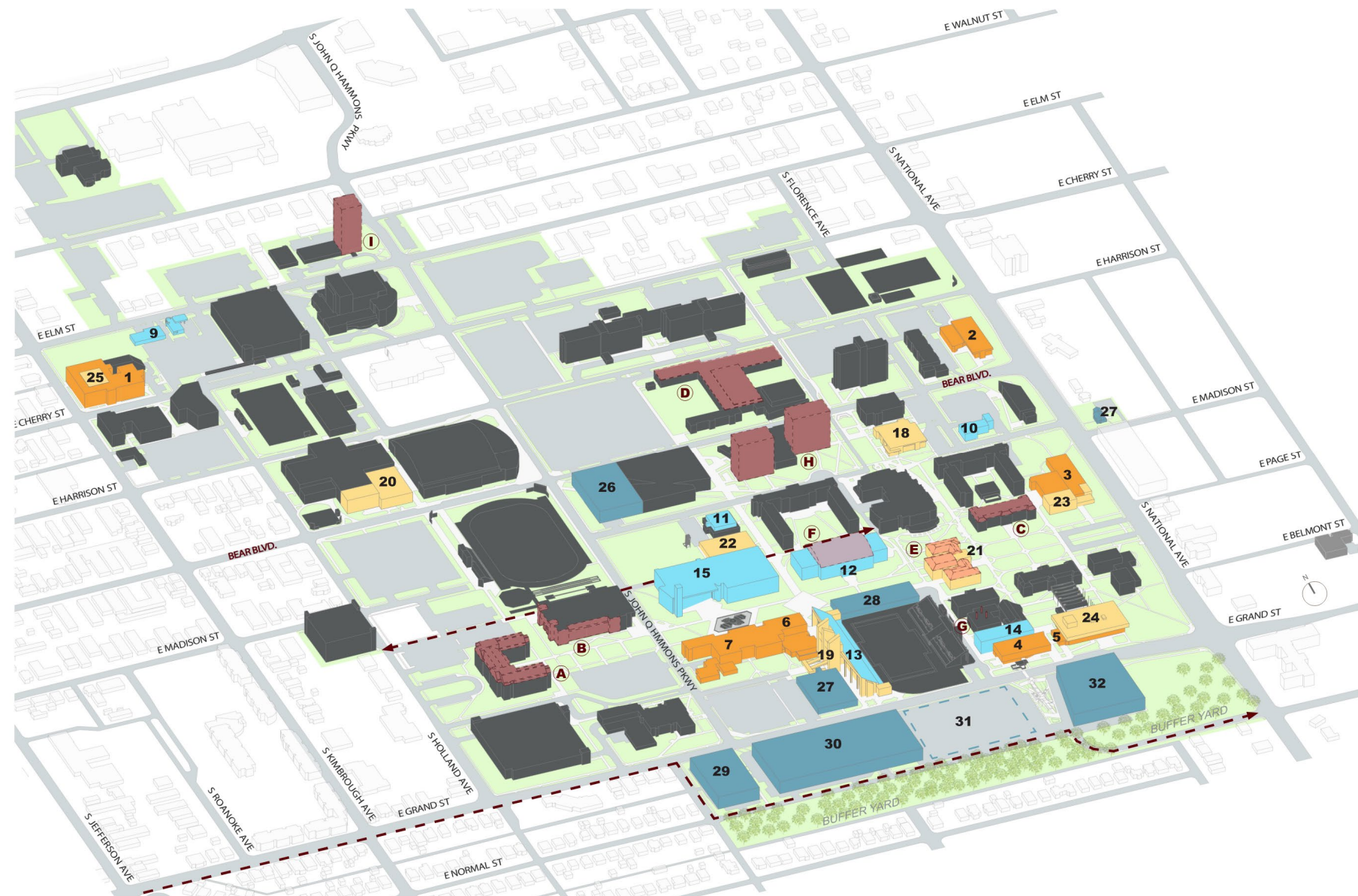
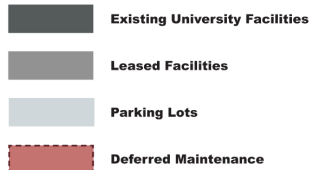
# 2025-2030 Master Plan – Main Campus

## Projects categorized as Underway

- 1 – Ann Kampeter Health Sciences Hall (Phase II Renovation)
- 2 – Clifton M. Smart III Advancement Center
- 3 – Cheek Hall (Phase I Renovation)
- 4 – Judith Enyeart Reynolds College of Arts & Humanities
- 5 – Craig Hall (Renovation & Addition)
- 6 – Roy Blunt Hall Addition
- 7 – Roy Blunt Hall Renovation
- 8 – Roy Blunt Jordan Valley Innovation Center Addition (JVIC 4 - Third Floor Infill)

## Projects categorized as Planned (0-5 years)

- 9 – Relocate University Safety (Demolish Building & Create Parking)
- 10 – University Hall – New Home of University Safety
- 11 – Kings Street Annex (Phase II & III Renovation)
- 12 – McDonald Arena Renovation
- 13 – Plaster Stadium (Phase I Renovation)
- 14 – Karls Hall (Phase I Renovation)
- 15 – Duane Meyer Library Masterplan
- 16 – New Entry Plaza | Connect Parking Lot 47 & 56
- 17 – Sale of Mill Street Warehouses & Future Community Development with Jordan Creek





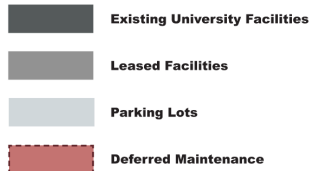
# 2025-2030 Master Plan – Main Campus

## Projects categorized as Proposed (5-10 years)

- 18 – New Boomer Bear Store
- 19 – Plaster Stadium (Phase II Renovation)
- 20 – Hammons Student Center Renovation
- 21 – Carrington Hall Renovation
- 22 – Forsythe Athletic Center Renovation
- 23 – Cheek Hall (Phase II Renovation)
- 24 – Craig Hall (Phase II Renovation)
- 25 – Ann Kampeter Health Sciences Hall (Phase III Renovation)

## Projects categorized as Future Potential (10-25 years)

- 26 – Foster and Family Recreation Center Addition
- 27 – Demolish Central Stores and Maintenance & Sell Burgess House
- 28 – Plaster Stadium North End Zone Addition
- 29 – New Facilities Maintenance & Planning, Design & Construction Building
- 30 – Indoor Athletic Practice Facility
- 31 – Bearfest Village Park
- 32 – Bear Park East







EXISTING







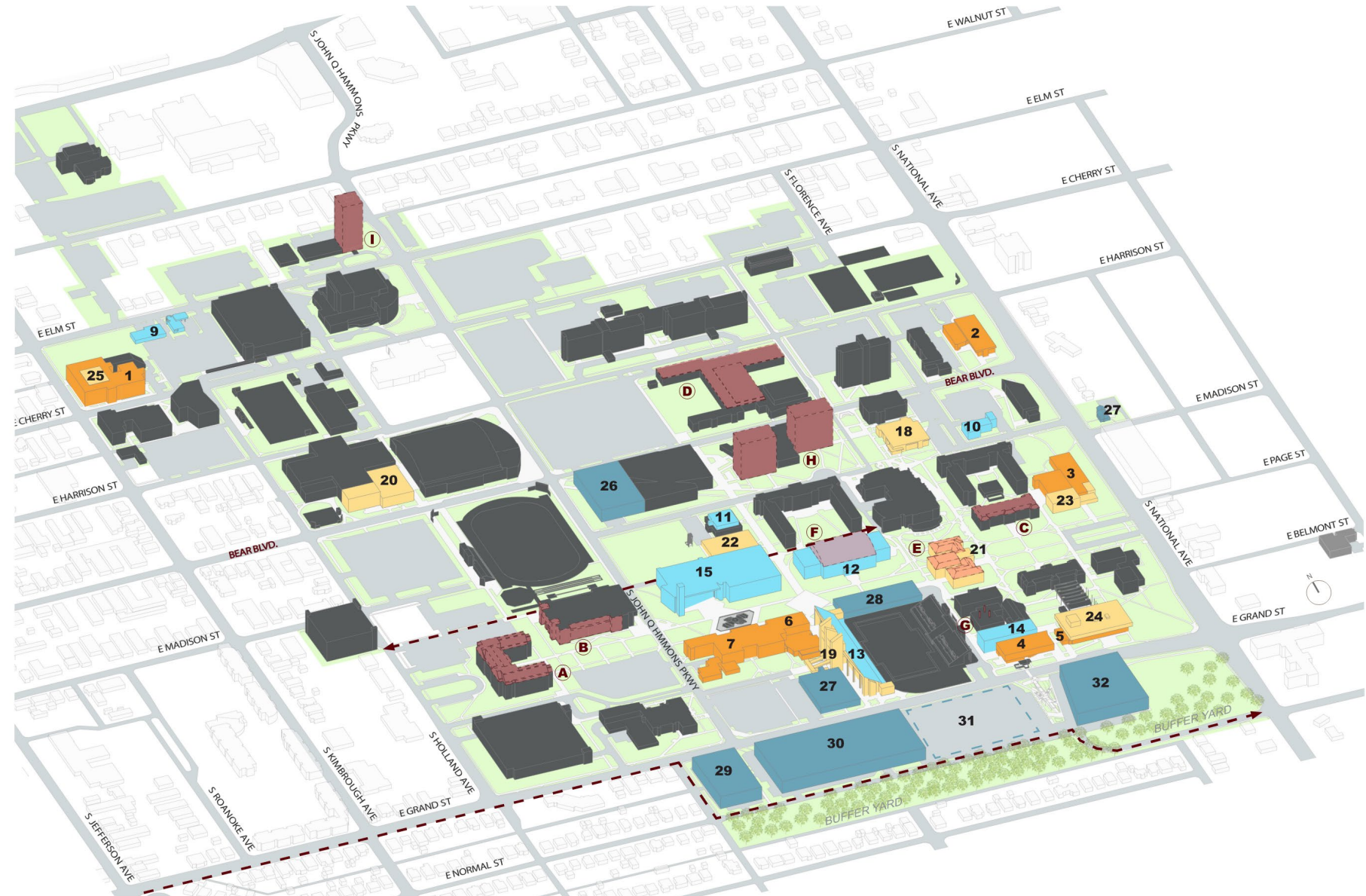
PROPOSED



# 2025-2030 Master Plan – Main Campus

## KEY LEGEND

-  **Existing University Facilities**
-  **Leased Facilities**
-  **Parking Lots**
-  **Deferred Maintenance**
  - A - Strong Hall Re-Roof
  - B - Glass Hall Exterior Envelope & Glazing
  - C - Sicheluff Hall Re-Roof & Repair
  - D - Greenwood Re-Roof & HVAC Replacement
  - E - Carrington Hall Roof Repair
  - F - McDonald Arena Re-Roof
  - G - Power House Boiler Stack Study
  - H - Blair-Shannon Exterior Ledges
  - I - Sunvilla Re-Roof & Tuck Pointing
  - J - Brick City Exterior Envelope & Elevator Replacement
-  **Improved Pedestrian Paths**





# 2025-2030 Master Plan – Main Campus

## Projects categorized as **Underway**

- 1 – Ann Kampeter Health Sciences Hall  
(Phase II Renovation)
- 2 – Clifton M. Smart III Advancement Center
- 3 – Cheek Hall (Phase I Renovation)
- 4 – Judith Enyeart Reynolds College of Arts & Humanities
- 5 – Craig Hall (Renovation & Addition)
- 6 – Roy Blunt Hall Addition
- 7 – Roy Blunt Hall Renovation
- 8 – Roy Blunt Jordan Valley Innovation Center Addition  
(JVIC 4 - Third Floor Infill)

## Projects categorized as **Planned (0-5 years)**

- 9 – Relocate University Safety  
(Demolish Building & Create Parking)
- 10 – University Hall – New Home of University Safety
- 11 – Kings Street Annex (Phase II & III Renovation)
- 12 – McDonald Arena Renovation
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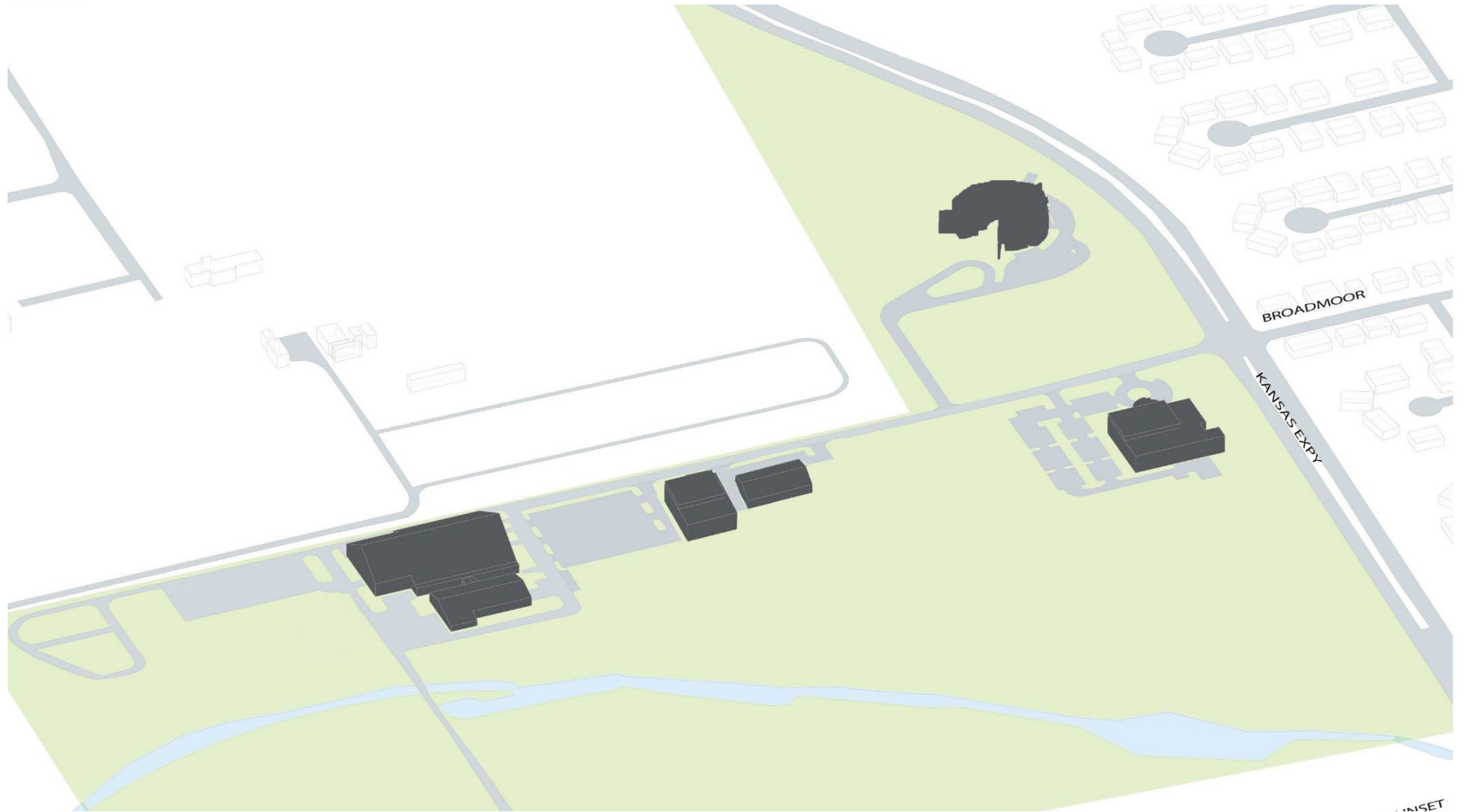
## **Deferred Maintenance**

J - Brick City Exterior Envelope &  
Elevator Replacement



**DOWNTOWN CAMPUS**

# 2025-2030 Master Plan – Darr Ag Campus



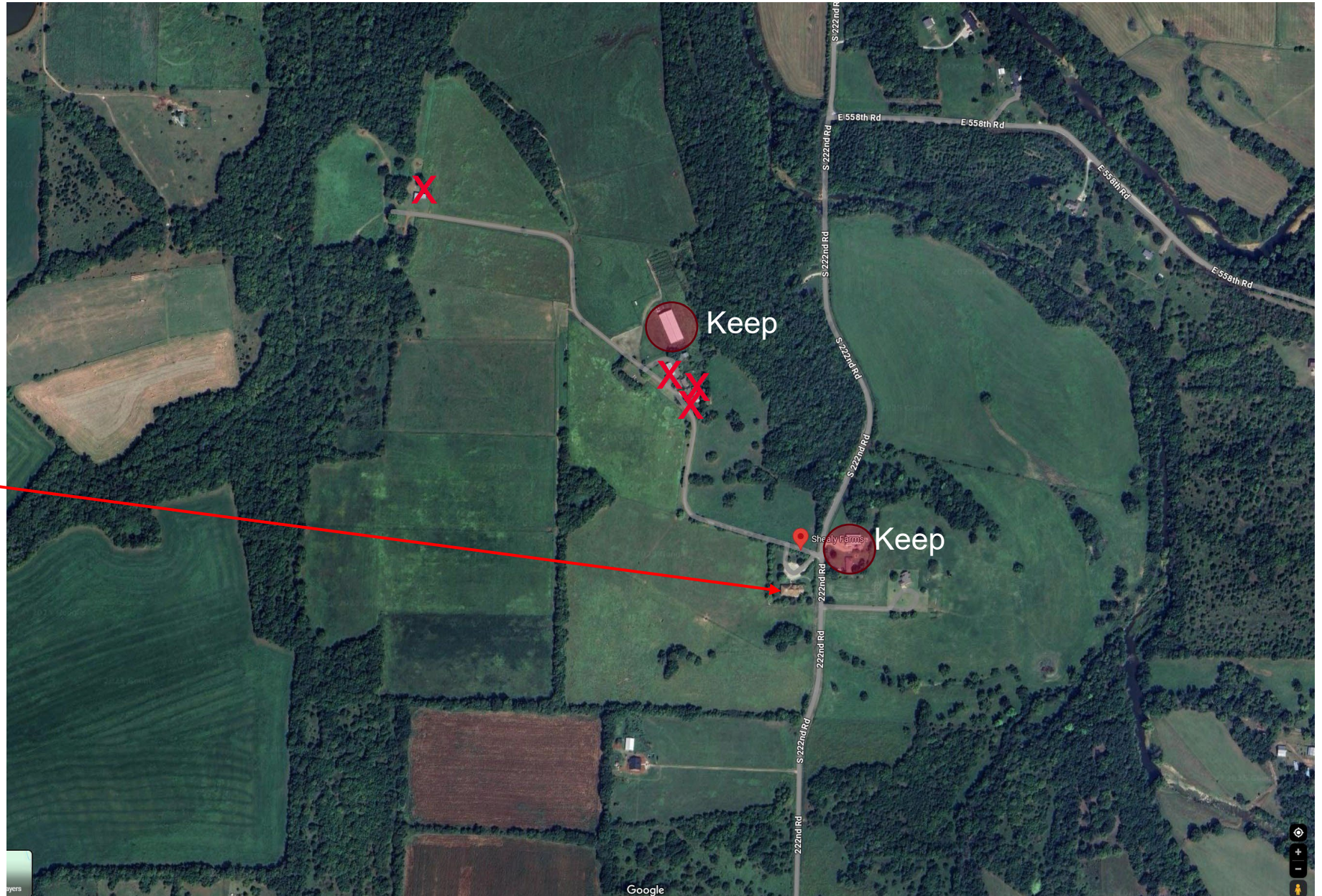


# 2025-2030 Master Plan – Darr Ag Campus, Shealy Farm

Holos Building  
Demolish Greenhouse  
Renovate Building

## Shealy Farms

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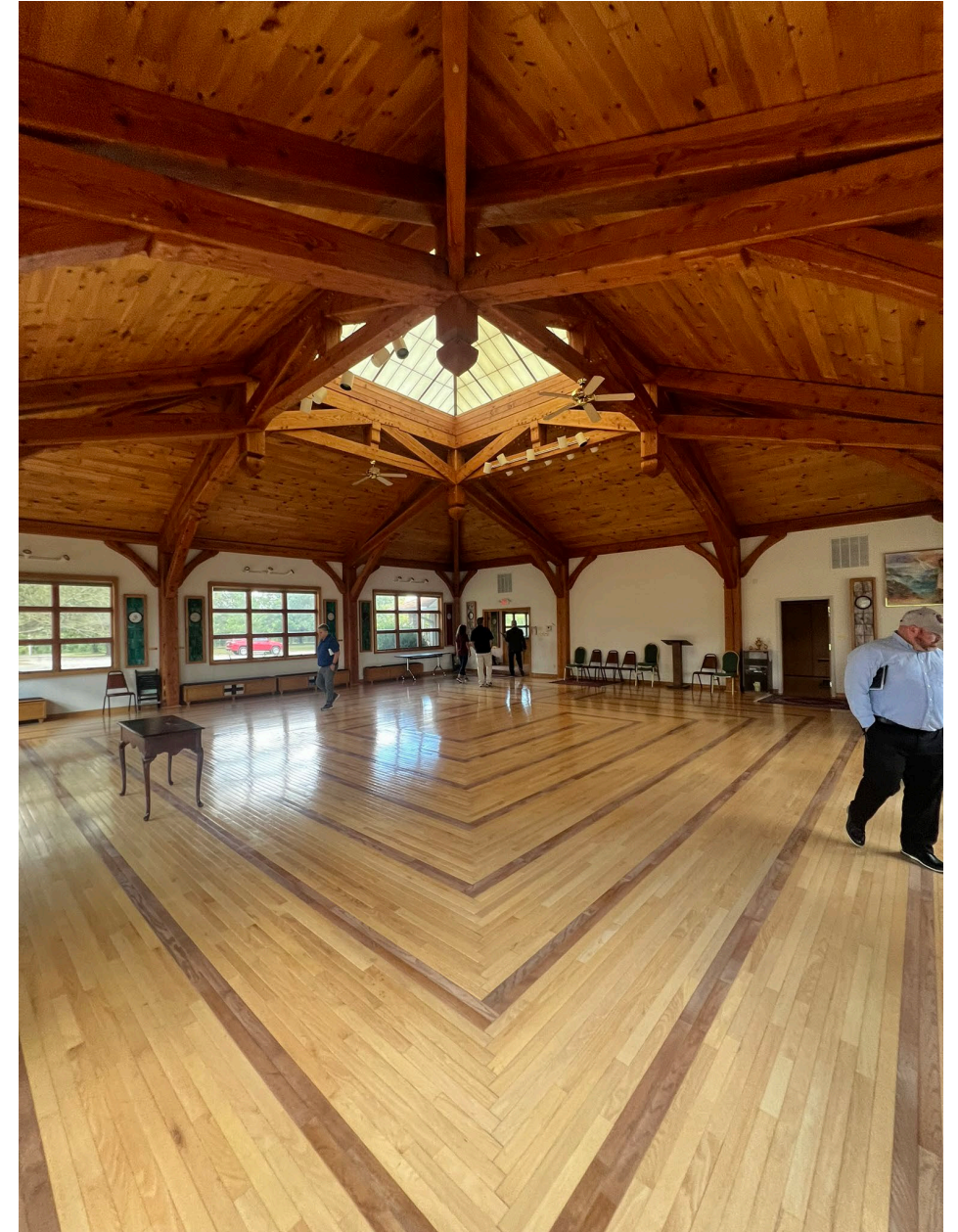




# 2025-2030 Master Plan – Darr Ag Campus, Shealy Farm



**Holos Building**

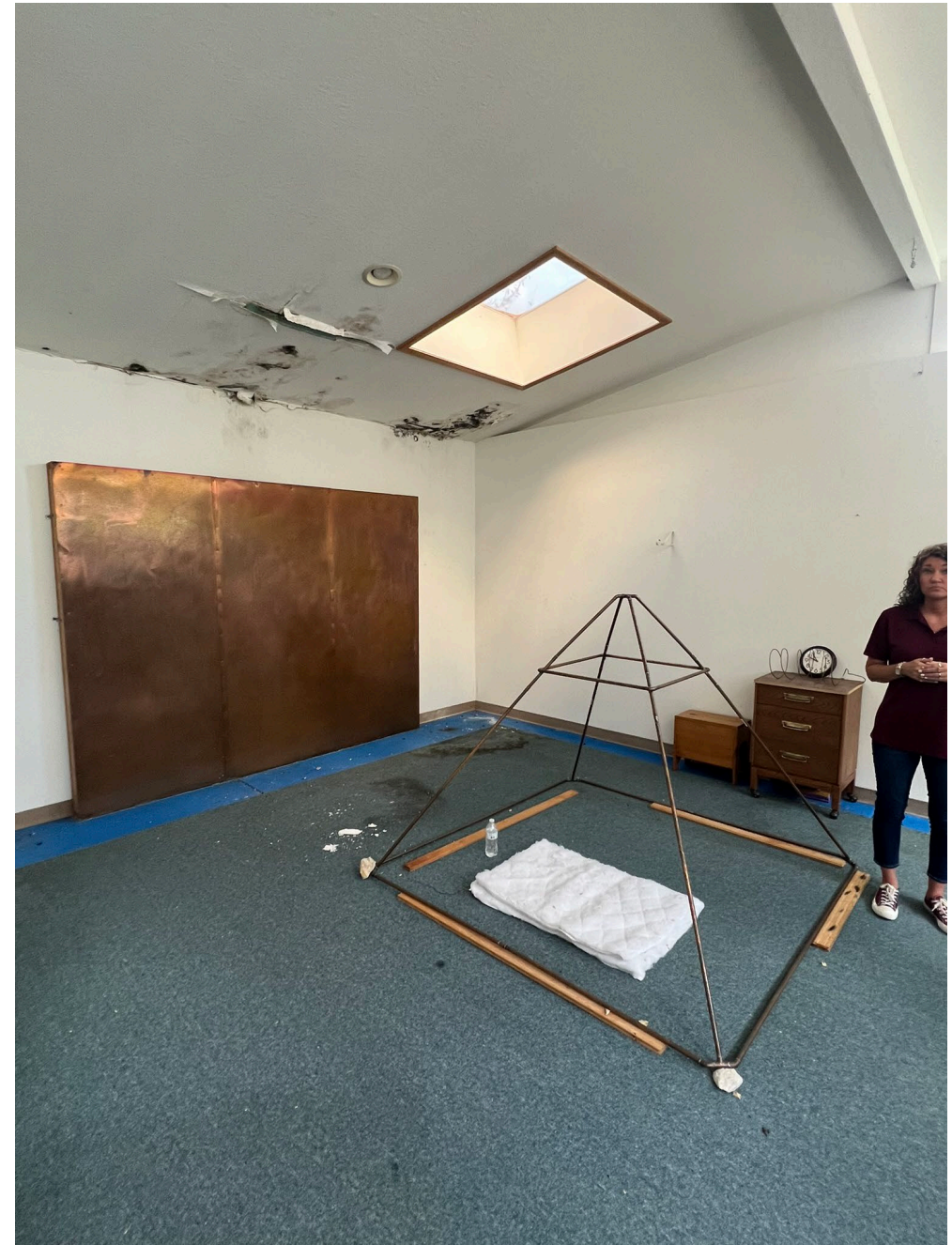




# 2025-2030 Master Plan – Darr Ag Campus, Shealy Farm



**Farm Residence, Holos Building**





# 2025-2030 Master Plan – Darr Ag Campus, Shealy Farm



**Livestock Barn**



# 2025-2030 Master Plan – Darr Ag Campus, Fruit Experiment Station at Mountain Grove

Faurot Hall  
M&R Money  
\$180K



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# Maintenance & Repair (M&R)

## ON-GOING BUDGET

- Maintenance & Repair / Classroom Upgrades
  - FY25 annual budget = ~\$1.2 million
    - FY19 annual budget = \$2.45 million
- Deferred Maintenance Operations = \$178 million
- Deferred Maintenance Auxiliary = \$154 million
- Total = \$332 million
- Prioritization:
  - Life safety
  - Structural / Building envelope
  - Building systems / Utility infrastructure
  - Repair / Replacement of worn building finishes





# On-Going Funding Plan

## VACATING LEASED PROPERTY

- Park Central Office Building (PCOB)
  - 103,529 square feet
  - \$1,382,112: Annual expense (rental of facilities)
  - Expiration: December 31, 2024 (FY25)
- Short-Term Savings:
  - FY25 = \$691,056
    - Relocation expenses
- Long-Term Savings:
  - $\geq$  FY26 = \$1,382,112
- Total M&R Budget = \$2,527,538





# On-Going Funding Plan

## VACATING LEASED PROPERTY

- Meyer Alumni Center
  - 42,424 square feet
  - \$466,664: Annual expense (rental of facilities)
  - Expiration: June 30, 2026 (FY26)
- Long-Term Savings:
  - $\geq$  FY27 = \$466,664
- Total M&R Budget = \$2,994,202





# III

# MAKE YOUR MISSOURI STATEMENT<sup>®</sup>

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# West Plains Update



**University Council**

**December 2, 2025**

**Zora Mulligan, Chancellor**





# Top 3

1. **HLC site visit**
2. **Strategic planning**
3. **Budget**





# Top 3

- 1. HLC site visit**
2. Strategic planning
3. Budget

- Good energy; lots of momentum and pride
- We made a solid showing on assessment
- They had lots of questions about budget
- They asked for more info on strategic planning
- They also asked a lot of questions about the relationship between the campus and the system





# Top 3

1. HLC site visit
- 2. Strategic planning**
3. Budget

- Institutional research has collected lots of data to supplement SWOT analysis
- SPC has heard from EAB on trends and opportunities
- Focus groups have been held



## Top 3

1. HLC site visit
- 2. Strategic planning**
3. Budget

## PRELIMINARY THEMES

1. Enhance marketing
2. Strengthen community/industry partnerships
3. Align programs with regional needs
4. Grow enrollment
5. Strengthen budget position
6. Clarify and enhance relationship with Springfield campus
7. Maintain and enhance quality of student support





# Top 3

1. HLC site visit
2. Strategic planning
- 3. Budget**

## PLAN TO ADDRESS TUITION AND FEE SHORTFALL

- 1. Restructured Administrative Council**
- 2. Salary savings from vacant positions**
- 3. Fund swaps out of operating**
- 4. Budget reductions in travel, supplies, etc.**

# Update on Team: Transitions

**You say goodbye...**



**David Young**  
Assoc VC for  
Information Technology

**...and I say hello**



**Chad Corley**  
Assoc VC of Marketing  
& Communications



# Update on Self



**Giles Corey**  
*The Crucible*



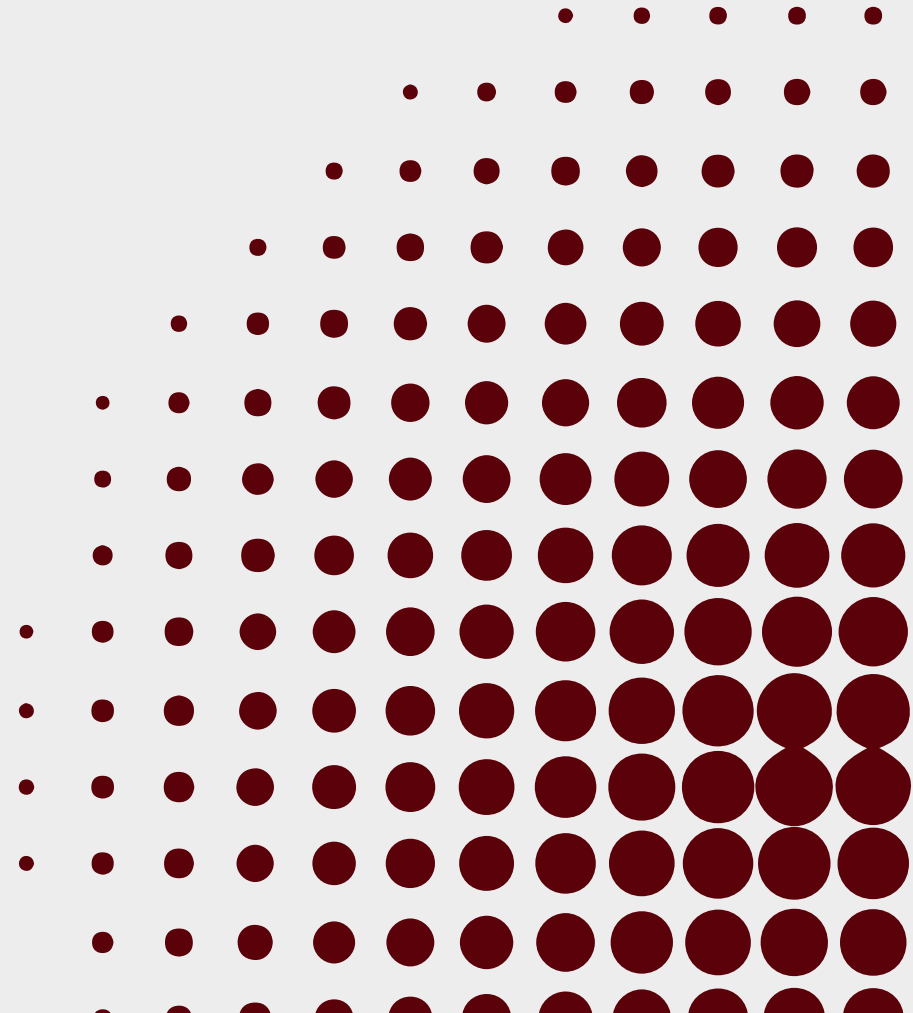
# Questions?



**Missouri  
State**

MARY JEAN PRICE WALLS  
RESOURCE CENTER -  
BEAR CAVE

# Leadership Institute



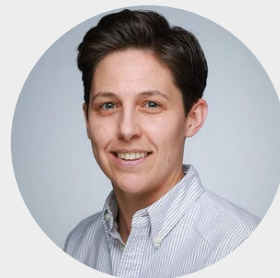
# Committee Members



**Dr. Nina Barudziec**  
Director, Student  
Resource Center



**Whitney Latture**  
Asst. Director, Student  
Resource Center



**Chiara Citterio**  
Mental Health  
Clinician



**Nicholas Horne**  
Director, TRIO Upward  
Bound



**Dr. Kyler Sherman-Wilkins**  
Interim Head & Assoc.  
Professor of Sociology



**Dr. Alex Johnson**  
Director, Center for  
Community Engagement



**Daezia Smith**  
Global Education &  
Engagement



**Collin Chastain**  
Study Body President



**Sam Wang**  
Student Body Vice  
President

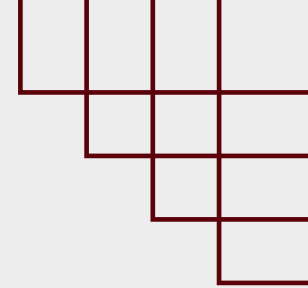


**Dr. Tracey A. Glaessgen**  
Assoc. Director, CAST  
Director, First Year Programs



**Devin Schehrer**  
Asst. Director, Education &  
Development





# Contributing Members



**Dr. Dee Siscoe**  
VP, Student Affairs



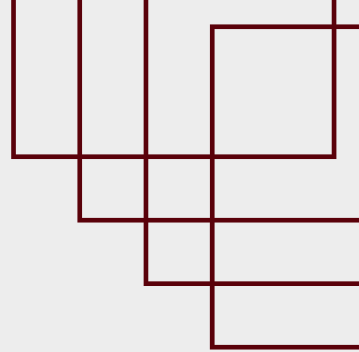
**Dr. Rabekah Stewart**  
AVP, Student Affairs



**Dr. Ashley Houston**  
Assoc. Professor,  
Psychology



**Dr. Julia Troche**  
Assoc. Professor,  
History



# Table of Contents



- Overview - Purpose & Reasoning
- Objectives
- Spring Dates
- Session Leaders
- Partnering Organizations
- Assessment & Application





# Strategic Plan



## Alignment with the MSU 2025–2030 Strategic Plan: “Igniting Opportunity”

- **Goal 1: Academic Opportunities & Innovation**

The Leadership Institute expands experiential learning through community-based service projects, ethical action planning, and leadership simulations, helping students become stronger, more adaptive learners in and beyond the classroom.

- **Goal 2: Community Partnerships & Economic Development**

Students will collaborate directly with Springfield-area organizations, addressing real community needs while gaining professional experience and strengthening MSU’s role as a civic partner.

- **Goal 3: Institution of Choice for Students**

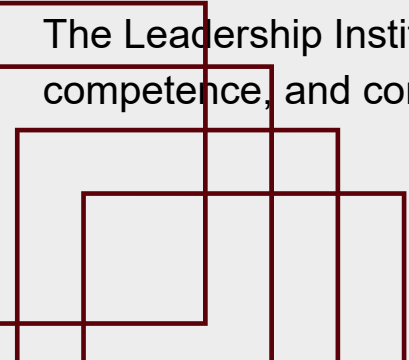
By offering inclusive, accessible leadership training, MSU becomes a more attractive destination for students seeking personal and professional growth opportunities that stand out nationally.

- **Goal 4: Student Experience**

This program improves belonging and student engagement by providing support networks, mentorship, community connection, and recognition through a meaningful completion medallion.

- **Goal 5: Branding and Identity**

The Leadership Institute elevates MSU’s Public Affairs identity by producing leaders who actively model ethical leadership, cultural competence, and community engagement, strengthening the university’s statewide and national presence.



# Definitions

**Leadership** means the ability to inspire, guide, and influence others with integrity while meaningfully contributing to one's community. It is grounded in ethical decision-making, a commitment to service, and the skills needed to navigate the workforce with professionalism.

**Public Affairs** refers to the relationship between an individual and the broader community, emphasizing engagement through dialogue, shared perspectives, and active participation in community initiatives.



# Learning Objectives

- **Demonstrate Ethical and Responsible Leadership**

Students will apply ethical reasoning and decision-making frameworks to leadership challenges, demonstrating integrity, accountability, and a strong sense of personal and professional responsibility.

- **Apply Leadership Theories to Real-World Contexts**

Students will connect theoretical leadership models to practical situations through group collaboration, case studies, and experiential activities, translating concepts into effective action.

- **Engage Effectively with Communities and Partners**

Students will design and implement action plans in partnership with community organizations, applying leadership skills to address real-world needs and create meaningful impact.

- **Develop Professional and Interpersonal Skills**

Students will strengthen communication, teamwork, problem-solving, and goal-setting abilities that enhance employability and prepare them for future leadership roles in professional settings.

- **Reflect and Grow as Adaptive, Purpose-Driven Leaders**

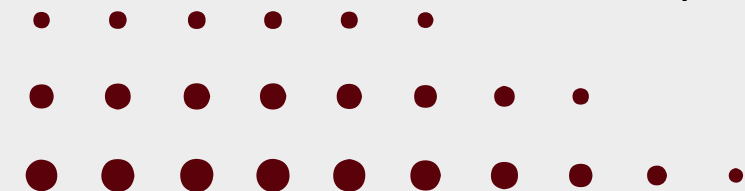
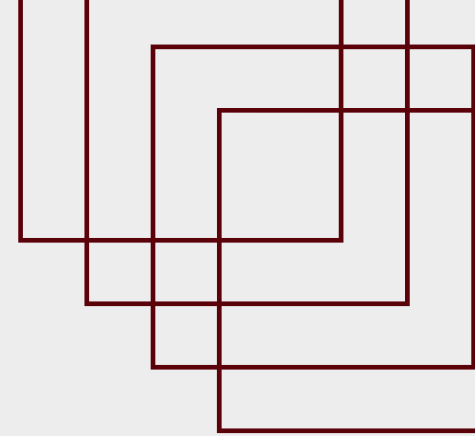
Students will use reflection, feedback, and SMART goal planning to evaluate personal growth, identify leadership strengths, and commit to continuous improvement and lifelong learning.

# About the Leadership Institute

The Leadership Institute is a hands-on leadership development program designed to equip students with the skills, experience, and confidence to lead in different environments.

Students will:

- Attend workshops (3) centered around the Public Affairs Mission
- Complete a series of projects/milestones following each session
- Upon completion of the program, students will earn a certificate, get a medallion, and be connected with an organization for a professional development opportunity.





# Leadership Institute Program Overview

## Kick Off Meeting

- Complete pre-survey
- Design SMART goals
- Create an action plan



## Attend Check-in Meeting

- Submit SMART Goals
- Choose Service Learning Project
- Choose one cultural event



## Workshop #3 Cultural Competence

Attend a 3-hour session focused on cultural competence and attend a cultural event.



## Closing Ceremony

Earn a completion certificate and a professional development incentive.



## Workshop #1 Community Engagement

Attend a 3-hour session focused on community engagement and implement a service learning project.



## Workshop #2 Ethical Leadership

Attend a 3-hour session emphasizing inclusive leadership and assign ethical leadership action plan.



## Attend Check-In Meeting

- Submit an Ethical Leadership Action Plan.
- Complete Reflection Journal & Upload Event Attendance
- Complete Service Learning Project
- Complete Post Survey



# Session Leaders



**Callie Swafford**

## **Community Engagement**

Callie is an MSU alum and currently occupies General Seat C for the Springfield City Council. She was named one of Springfield's Most Influential Women for 2025 and is an avid participant in the local Springfield community.



**Julie Cayton**

## **Ethical Leadership**

Julie is the Director of TRIO Talent/Upward Bound programs at Emporia State University. She has presented on the state, regional, and national levels and enjoys researching leadership and ways individuals improve non-cognitive skills.



**Dr. Jason Bosch**

## **Cultural Competence**

Dr. Jason Bosch serves as leadership developer for the Kansas Leadership Center. In this role, he teaches, trains, and facilitates in KLC's [core](#) and [custom](#) programs.



# Partnering Organizations

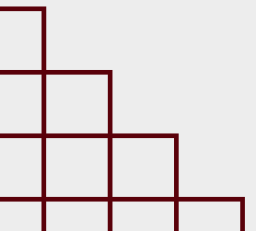


# Assessment & Application

1. Assessment by using Pre and Post Survey method
  - a. IRB underway
2. Flyer with the application QR and link is now shared across campus
  - a. Anyone can apply



APPLICATION FORM





# Brightspace Shell

Students will be able to view all the information on the Brightspace shell. They will also upload all their required milestones on the Brightspace.

Search Topics

Overview

Bookmarks

Course Schedule

Table of Contents

Program Overview

Workshop 1: Community Engagement

Workshop 2: Ethical Leadership

Module 3: Cultural Competence

Surveys

Professional

Due Jan 6, 2026 12:00 PM

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Missouri State

MARY JEAN PRICE WALLS  
RESOURCE CENTER -  
BEAR CAVE

Leadership Institute  
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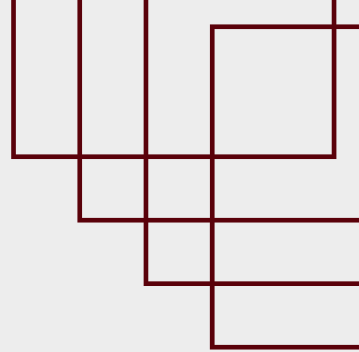
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• Complete Reflection Journal & Upload Event Attendance

• Complete Service Learning Project

• Complete Post Survey



# Spring Dates

## **February 6th: Kick-Off**

12 - 1 PM PSU Ballroom East

## **March 27th: Community Engagement Workshop**

12 - 4 PM PSU Ballroom East

## **April 10th: Ethical Leadership Workshop**

12 - 4 PM PSU Ballroom East

## **April 17th: Cultural Competence Workshop**

12 - 4 PM PSU Ballroom East

## **April 24th: Closing Ceremony**

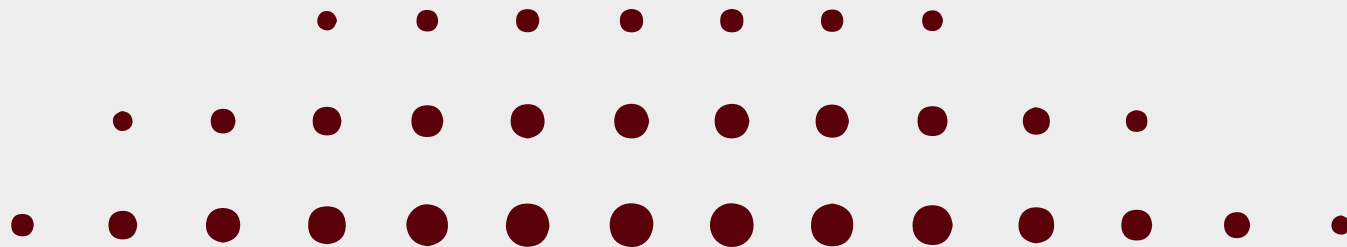
4:30-5:30 PM PSU Ballroom East



**Missouri  
State**

MARY JEAN PRICE WALLS  
RESOURCE CENTER -  
BEAR CAVE

**Thank You!**





# Noteworthy Policy Changes



# H-1B Visa Developments & Hiring Implications

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## UNIVERSITY COUNCIL

Rachael M. Dockery, General Counsel & VP for Legal Affairs & Compliance

December 2, 2025



# New Employer Fee for H-1B Visas

ANNOUNCED SEPTEMBER 19, 2025

- \$100K fee
  - Must be paid by employer; cannot be shifted to employees
- Effective as of September 21, 2025, at 12:01 am EDT
- Applies to new H-1B Visa Applications
- This is in addition to existing filing fees, attorney's fees





# Exceptions to \$100K Fee

## DOES NOT APPLY TO:

- Extension of H-1B Visa
- Change from F-1 to H-1B
- Change from J-1 to H-1B
- \* If change of status not granted, \$100K will apply
- \* Unclear as to whether it applies if employee has to leave country



# Hiring Implications

## CONSIDERATIONS FOR JOB SEARCHES

- Pre-existing (but rebuttable) “presumption” that we do not provide visa sponsorship for staff positions
  - Requires prior vetting by immigration counsel; approval by PRAC
- For both staff and faculty positions, MSU will not hire employer for whom \$100K fee applies
- Can legally discriminate on the basis of work eligibility



# QUESTIONS?

For Procedural Questions/Immigration Counsel/Initiation of PRAC:

- Patrick Parnell, Director of International Services  
[PatrickParnell@MissouriState.edu](mailto:PatrickParnell@MissouriState.edu); ext. 6-6619

For Legal/Regulatory Questions:

- Jennifer Mueller, Assistant General Counsel  
[JM Mueller@MissouriState.edu](mailto:JM Mueller@MissouriState.edu); ext. 6-8507
- Rachael Dockery, General Counsel & VP for Legal Affairs & Compliance  
[RMDockery@MissouriState.edu](mailto:RMDockery@MissouriState.edu); ext. 6-8507



# Student Minimum Wage Policy



# Purchasing Technology

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UNIVERSITY COUNCIL

Jeff Coiner, Chief Information Officer

December 2, 2025



# Challenges when buying technology

- Purchasing process ~~can be~~ is complicated
- Duplication of systems is not ideal
- Integration with existing systems is also complicated
- Budget? Needs to be addressed early in the process
- Training & adoption are a big consideration for new technology
- Ongoing support requirements take up the majority of our IT resources



# What we have done to help w/hardware

- Implemented TeamDynamix to track IT Purchase requests and get early feedback from those that need to be involved
- Purchased inventory and created a "Budget Buy" process for new equipment

## Op8.16 Procurement Procedures

All requisitions or payment requests for purchases of new hardware and software are required to be reviewed, approved, and documented by the Office of Information Services. Documentation must be submitted with the requisition payment request.

## Purchasing Campus-Standard Hardware

The majority of IT purchases are for campus-standard devices. Campus standards are based on what is required for day-to-day productivity, establishing licensing agreements with vendors, and volume purchasing to reduce costs.

### Steps to purchasing Campus-Standard hardware

1. **Request Budget Buy** for pre-approved campus-standard hardware purchase.

The following have been approved for purchase by the Office of Information Service and are available for purchase via budget transfer. See Campus Standard Devices and Specifications for details on each of these items.

- Laptops
- All-In-One PCs
- Desktops
- iMacs, MacBooks
- iPads (limited use cases)
- Monitors
- Laptop Docks
- UPS battery surge-protectors
- Printers

## Purchasing Non-Standard (Custom) Hardware

It is understood that non-standard or specialized devices may be required for some departments or campus users. When requesting non-standard hardware, please include the reason this system is required and why a standard system will not suffice.

### Steps to purchasing Non-Standard (Custom) hardware

1. Request Quote
2. Complete Information Services Request for Non-Standard Hardware Form
3. Complete Procurement/Requisition Process
4. Complete Computer Setup/Install Request once computer arrives

# What we have done to help w/software

- Standard software we already license like Microsoft, Adobe, Zoom are easy to get
- Less common software requires submittal of an IT Purchase request to ensure it will work in our environment

## Op8.16 Procurement Procedures

All requisitions or payment requests for purchases of new hardware and software are required to be reviewed, approved, and documented by the Office of Information Services. Documentation must be submitted with the requisition payment request.

## Purchasing Campus-Standard Software

The majority of IT software purchases are for campus-standard software. Campus standards are based on what is required for day-to-day productivity, establishing licensing agreements with vendors, and volume purchasing to reduce costs.

### Steps to purchasing Campus-Standard software

1. **Request Quote** for any pre-approved campus-standard software purchase.

The following list of campus-standard software has been approved for purchase by the Office of Information Services.

- Adobe Creative Suite
- Microsoft Software Apps / Programs
- Zoom - [Request Campus License, No Purchase Required](#)
- Camtasia - [Request Campus License, No Purchase Required](#)

## Purchasing Non-Standard (Custom) Software

It is understood that non-standard or specialized software may be required for some departments or campus users. When requesting non-standard software, please include the reason this system is required. If your request is approved, you may then proceed to request a quote and complete the procurement/requisition process.

### Steps to purchasing Non-Standard (Custom) software

1. **Request Quote**
2. **Complete Information Services Request for Non-Standard Software Form**
3. **Complete Procurement/Requisition Process**



# New one-stop landing page for IT services

## Service Catalog

☐ Show Inactive Services

### Categories (14)

 <b>Faculty/Staff Essential Services</b> Top IT services for faculty and staff.	 <b>Student Essential Services</b> Top IT services for students.
 <b>Accounts, Access, and Security</b> <ul style="list-style-type: none"><li>• Help with Accounts and Passwords</li><li>• Request Access to IT Systems and Services</li></ul>	 <b>Computer and Networked Printer Support</b> Setup and Support of University-Owned Computers and Printers
 <b>Email and Microsoft 365</b> <ul style="list-style-type: none"><li>• Email and Calendaring</li><li>• Microsoft Teams and SharePoint</li><li>• OneDrive for Business</li></ul>	 <b>Teaching and Learning</b> <ul style="list-style-type: none"><li>• BrightSpace LMS</li><li>• Classroom and Lab Support</li><li>• Qualtrics Support</li></ul>
 <b>Wireless, Networking, and Telecomm</b> <ul style="list-style-type: none"><li>• Telephone Services</li><li>• Network &amp; VPN Services</li></ul>	 <b>Administrative and Business Systems</b> <ul style="list-style-type: none"><li>• My Missouri State</li><li>• Banner</li></ul>
 <b>IT Procurement and Lifecycle</b> <ul style="list-style-type: none"><li>• Hardware and Software Purchasing</li><li>• Licensing</li><li>• Disposal (Surplus)</li></ul>	 <b>IT Professional Services</b> <ul style="list-style-type: none"><li>• MIS Support Services</li><li>• Programming and Application Development</li><li>• Server and Systems Administration</li></ul>
 <b>College and Unit Specific Services and Support</b> <ul style="list-style-type: none"><li>• Academic Colleges</li><li>• ResNet Technology</li></ul>	 <b>General IT Help</b> Help with everyday tech issues or questions.
 <b>Administrative Services</b> <ul style="list-style-type: none"><li>• University Safety</li><li>• Planning, Design &amp; Construction</li></ul>	 <b>IT Internal Services</b> These services are only available to IT support staff

+ New Service

+ New Category

+ New Shortcut

### My Recent Requests

[Need help reinstalling the Toshiba printer in our office](#)

[Brent's laptop is not connecting to the MSU wireless network](#)

[TEST! JUST TESTING SUBMITTING A TICKET FROM MY PHONE...](#)

[The Dell Printer C3765dnf PCL is not allowing me to print.](#)

[Install software for School of Accountancy in Strong Hall computer labs](#)

[View All Recent Requests >](#)

### My Recently Visited Services

[Purchasing University Software](#)

[Purchasing University Hardware](#)

[Information Services Procurement Request](#)

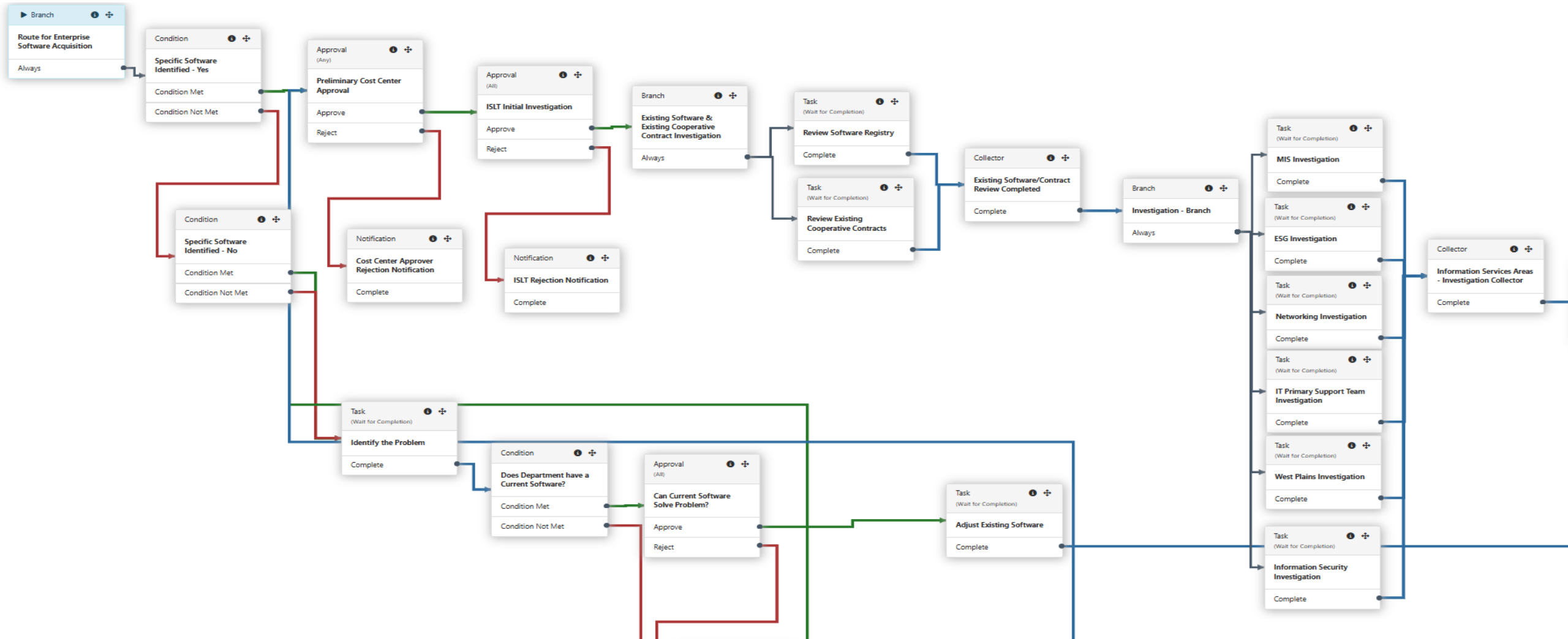
[IT Procurement](#)

[I can't login to my Missouri State Account](#)

[View All Recently Visited Services >](#)



# What's next? New form, workflow, & automation





# We want to help

- If a software vendor tells you that you don't need IT...run!
- We don't want to prevent the use of technology. Quite the opposite.
- The earlier we get involved in the purchase process the better.
- Please share information about the Budget Buy process and the IT Purchase Request form.



# QUESTIONS?



# Inside Missouri State and email

University Council meeting

Dec. 2, 2025



# What is Inside Missouri State?

- Weekly newsletter for faculty, staff and GAs on the Springfield campus
- Primary way the university shares campuswide information
- Designed to reduce one-off campuswide emails
- Goals: keep employees informed on major news and events, strengthen a sense of community

# What Inside Missouri State includes

- Words of Williams and other leadership messages
- Academic Expressions and faculty highlights
- Featured campus events and key deadlines
- Employee wellness events and resources
- Human resources updates, benefits and perks information
- Personnel news
- Faculty and staff accomplishments
- News
- Athletics



# How can it better serve campus?

- What type of content would you like to see in Inside Missouri State?
- How could we change the format to make it more useful and easier to skim?
- Would you prefer to have three weekly newsletters – one for faculty, one for staff and one for everyone?

# Spam and Mass Email

- Spam (unsolicited, irrelevant or malicious email such as ads, phishing or malware) may not be sent using university technology.
- Mass email = a message to all faculty, staff and/or students.
- Mass emails require approval from a President's Cabinet member or designee and must follow guidelines set by the vice president for marketing and communications.

# Targeted Email

- Targeted email = a message to specific groups based on role, major, course, group membership or similar attributes.
- Targeted emails must be relevant to recipients and limited to official university business.



# Is the email policy appropriate?

- Does the policy strike the right balance between preventing spam and allowing campus units to communicate effectively with faculty, staff and students?
- Are the current definitions and requirements for mass and targeted emails clear and practical enough for employees to follow in their day-to-day work?

# Wrap-Up