Strategic Plan Implementation

UPDATE

Jamie Birch

August 5, 2025

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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 / DEVELOP A SEM PLAN	PROMOTE PROACTIVE STUDENT SUPPORT	REFRESH THE BRAND
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

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Implementation Plans

AN ANNUAL PROCESS TO MAKE PROGRESS ON THE STRATEGIC PLAN

- Each overarching goal of the Strategic Plan has been assigned an "Implementation Team".
  - *Implementation Teams* are groups of leaders from across the University to oversee the goal's progress and implementation efforts.
  - Implementation Teams have been identified and work has begun.

- Under each Implementation Team, each strategy has been assigned to "Strategy Working Groups".
  - *Strategy Working Groups* are responsible for developing and implementing detailed work plans to accomplish their assigned strategy.
  - Implementation Teams are working on developing working group member recommendations.

Implementation Team Members

GOAL 1: ACADEMIC OPPORTUNITIES & INNOVATION

- Clarenda Phillips: Provost *(convenor)*

- Brad Bodenhausen: VP Community & Global Partnerships

- Ken Brown: Chief Academic Strategy Officer

- Johannes Strobel: Dean, Graduate College

GOAL 2: COMMUNITY PARTNERSHIPS & ECONOMIC DEVELOPMENT

- Brad Bodenhausen: VP Community & Global Partnerships *(convenor)*

- Clarenda Phillips: Provost

- Ken Brown: Chief Academic Strategy Officer

- Rachel Munday: Executive Director, E-factory

- Jason DeBode: Department Head, Management

Implementation Team Members (continued)

GOAL 3: INSTITUTION OF CHOICE FOR STUDENTS & EMPLOYEES

- Matt Morris: VP of Administration and Finance *(co-convenor)*

- Dawn Medley: VP of Enrollment Management *(co-convenor)*

- David Hall: Director of Facilities Management

- Teresa Frederick: Director of Residence Life, Housing, and Dining Services

GOAL 4: STUDENT & ALUMNI EXPERIENCE

- Dee Siscoe: VP Student Affairs *(co-convenor)*

- Brent Dunn: VP University Advancement *(co-convenor)*

- Ashleigh Lewellen: Director, Campus Recreation

- Kelly Wood: Associate Provost for Student Success

- Desmond Dunklin: Director of Student Engagement

- Kelsey Tolbert: Associate Athletics Director for External Relations

Implementation Team Members (continued)

GOAL 5: BRANDING & IDENTITY

- Suzanne Shaw: VP Marketing and Communications *(convenor)*

- Patrick Ransdell: Director of Athletics

- Mark Wheeler: Director, Planning, Design and Construction

- Jim Sexton: Director, Bookstore

- Lucie Amberg: Director of Communications, Provost Office

Timelines

- Early August: New Strategic Planning Online software (SPOL) purchased
- Mid August: Strategy working groups and strategy leaders selected and onboarded
- End of August: Work plans for each strategy are developed
- Week of September 1: Budget requests submitted to the President's Office
- Week of September 15: Budget decisions made
- September 22, 2025: President Williams to present the Strategic Plan at the State of the University Address
- December 2025: Benchmark Peer Group identified
- January 2026: Aspirational Peer Group identified
- Ongoing: Regular touchpoints with implementation groups (every two months or more frequent as needed)
- April/May: Half-day convening of implementation teams for report-outs that will feed into the annual report
- July/August: Work plans updated
- August: Deadline to submit budget requests for 2026-2027 academic year of the strategic plan
- September: Budget decisions made for strategic plan funding

(cycle repeats annually)

Questions

- Check out the new internal webpage for the most up-to-date information: https://www.missouristate.edu/StrategicPlan/internal-resources/

Performance Management Implementation

Work Group

- Scot Scobee – HR
- Paula Wilhelm – HR
- Debbie Donnellan – HR
- Jason Coons – HR
- Bart Kelley - HR
- Alyssa Collins – HR, West Plains

- Jeff Coiner – IS
- Teresa McCoy – IS
- Brian Edmond – IS
- Nicole Hays – IS

- John Al Shebli – Implementation Consultant

Performance Management Implementation

System Launch – September 1, 2025

Performance Review (ADP)

- Performance Review (ADP) - Sept '25
- Performance Review Help Guides
- ADP Dashboard (Historical Documents)
- Organizational Chart

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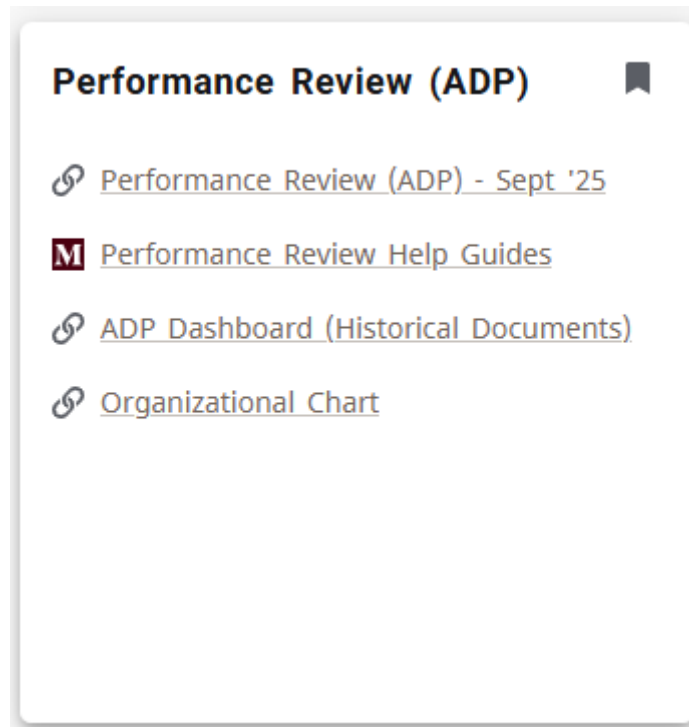
Performance Management - Section I Goal Setting

Performance Management Implementation

Section II Consolidation

- Previous – 7 Key Competencies with 23 Rated Elements

  (Overlapping elements)

- Proposed – 4 Key Competencies with only key
  competencies rated. No sub-competencies

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Performance Management - Section II Consolidation DRAFT

Performance Management - Section II Consolidation DRAFT

Dependability

Displays a strong work ethic, takes initiative, and timely performs job duties with proficiency. Keeps appropriate individuals informed as needed. Is trustworthy in actions and words.

Rating:

Personal Effectiveness/Achievement/Motivation

Works toward doing the best job possible. Consistently works to achieve a higher standard of excellence to improve professional and personal performance. Looks for opportunities to continually learn from experiences and other sources. Uses information and creative, careful thinking to see problems and develop solutions. Is willing to offer one's opinion about the work process. Professionally represents the university in all interactions with others

Rating:

Overall Comment Box for Organizational Values, Behaviors, and Competencies

Comments:

B I U S x₂ x² Iₓ   Font   Size   A   A

Performance Management - Annual Cycle

June 30th - All Reviews Due

Jul 1st - Aug 31st - Goal Setting

Track & Manage Goals

Track & Manage Goals

April 1st - Review Period Opens

2025 Goal Setting Sep 1st – Nov 30th

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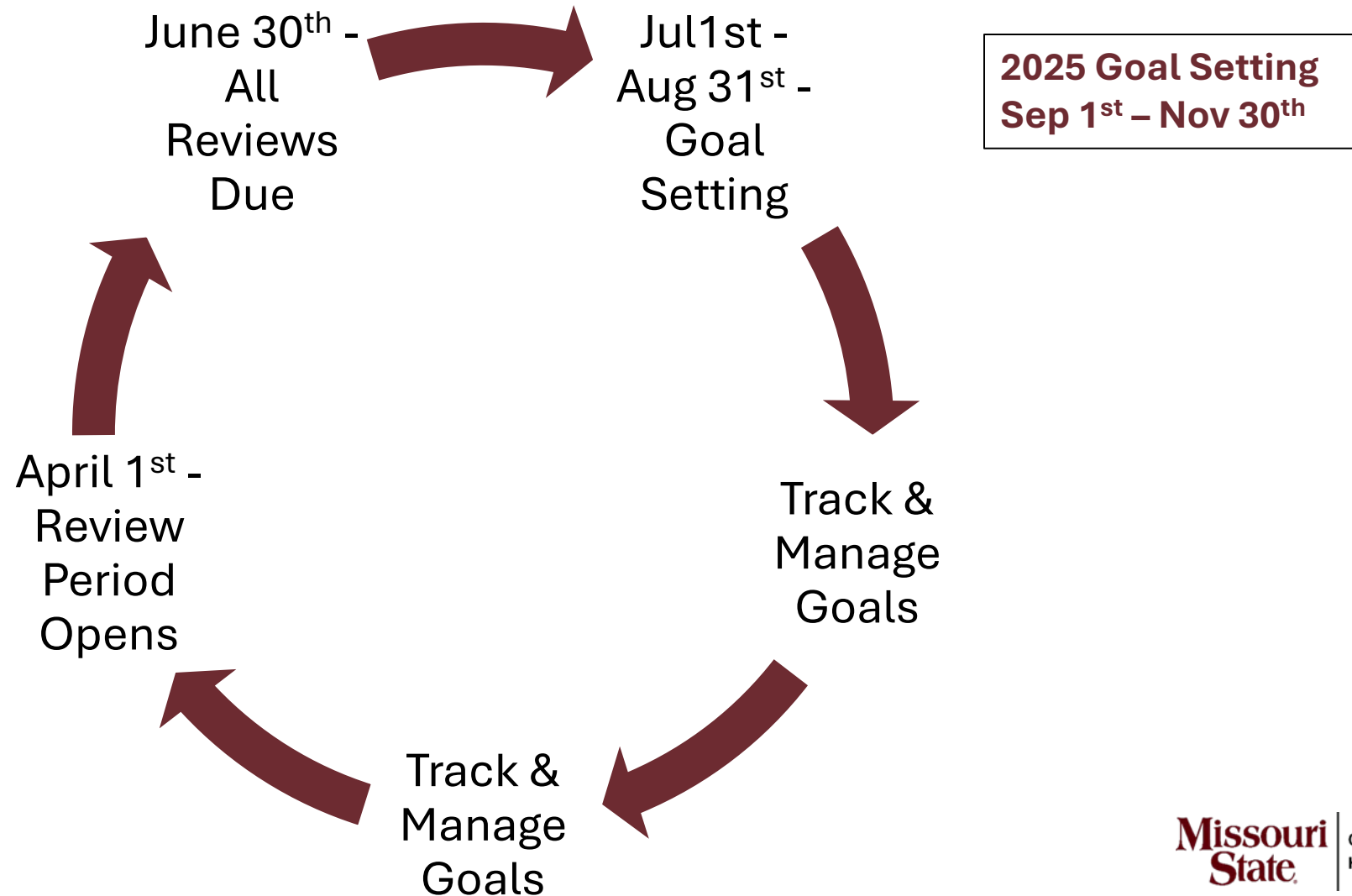
Performance Management - New Hires (Off Cycle)

Anyone hired on or after October 1st

First two weeks – Initial Goal Setting

90 Days – Check-In Evaluation & Goal Modification

Six Months - Formal Review & Goal Modification

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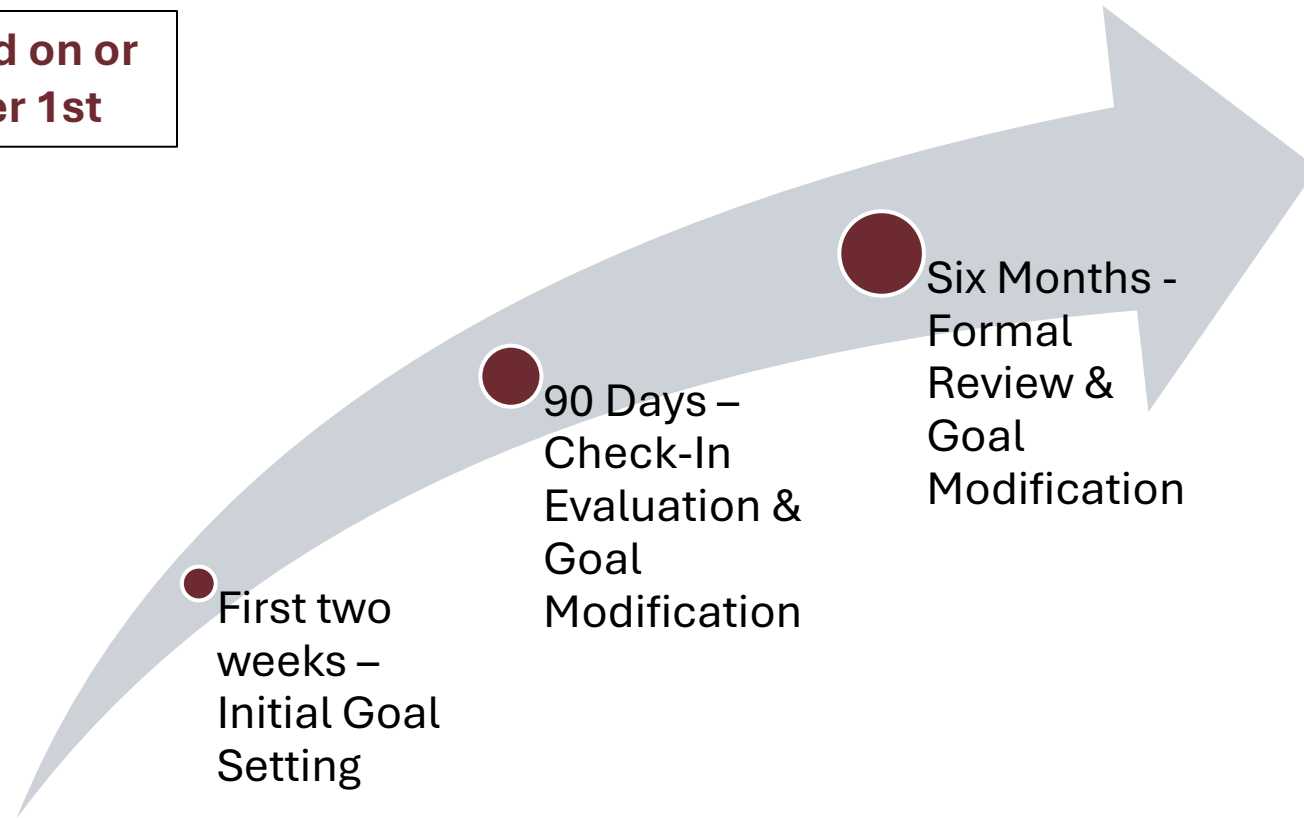
Performance Management Implementation

Timeline Detail

- August 5th :   UC Meeting
- August 14th & 19th: HR Blog & IMS
- September 2nd: System email to supervisors – Set Goals
- Sep 2nd to Oct 2nd :   User system access training
- November 30th: System email to supervisors – Goals Due
- November-March: Ongoing training and system refinements
- April 1st –June 30th: Performance reviews conducted
- July 2026:   Reset strategic planning goals for FY27
- July 1st – August 31st: Set Goals

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EDSIGHTS

2025 Year in Review

How Missouri State University leverages AI-powered texting to capture the student voice and support student success

August 5, 2025

Presented By:

Madeline Burroughs-Wanliss, Dr. Kelly Wood, Dr. Egon Heidendal, and Dr. Andrea Weber

Agenda

- About EdSights
- Partnership Goals
- Year in Review
- Next Steps & Recommendations

About EdSights

- AI-powered SMS texting to capture the student voice and identify the underlying issues students face

- **1M+** students supported

- **1 in 20** students in the US is using EdSights

- **200+** Higher Education partners

- **96%** Partner Retention Rate

Retention SMS Chatbot

CORE PRODUCT

Unlimited Custom Campaigns

OPTIONAL UPGRADE

Website Chatbot

OPTIONAL UPGRADE

Summer Melt Framework*

OPTIONAL UPGRADE

NORTH CAROLINA AGRICULTURAL AND TECHNICAL STATE UNIVERSITY

Southern New Hampshire University

NORTHWEST

MU Mizzou University of Missouri

Missouri State University WEST PLAINS

EdSights Retention Framework

A research-backed machine-learning framework that supports students across four drivers

ACADEMIC ENGAGEMENT

Examples of barriers uncovered:

Course Engagement
Perceived Course Relevancy
Self-Efficacy

FINANCIAL DISTRESS

Examples of barriers uncovered:

Food or Housing Insecurity
Supporting Family
Balancing Work & School

WELLNESS

Examples of barriers uncovered:

Emotional Wellbeing
Physical Wellbeing
Lifestyle

ENGAGEMENT

Examples of barriers uncovered:

Sense of belonging
Support System
Morale

Meet Boomer Bear
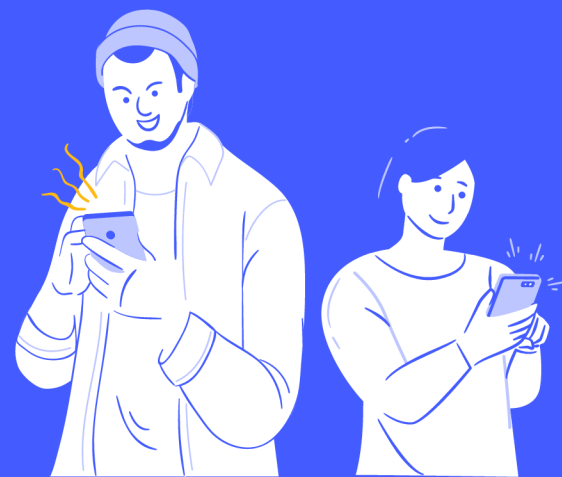
Boomer Bear texts students every 7-10 days using the EdSights framework to gauge how students are feeling and connect those in need to targeted resources

Student responses are fed onto the EdSights dashboard and students who would benefit from additional outreach are flagged

Partnership Goals

PERSONALIZE & DEEPEN STUDENT SUPPORT

- Improve communication with students
- Provide personalized outreach for students who might need more support or at higher risk (i.e. first-generation students, students who are pell-eligible, etc.)
- Increase students' sense of belonging at Missouri State
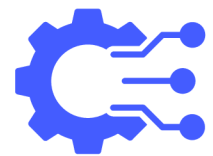
STREAMLINE SYSTEMS

- Improved system for student intervention and resource connection for deeper and more meaningful advising experiences, further promoting student success
- Integrate EdSights risk score data with homegrown API

IMPROVE STUDENT OUTCOMES

- Attain a first-to-second year student retention rate of 82% over time
- Utilize data-driven insights to understand student needs and respond accordingly

Student Engagement

92%
STUDENT OPT-IN

92% of students on the platform remain opted into receiving texts from Boomer Bear

CONSIDERED GREAT ✨

50%
STUDENT ENGAGEMENT

50% of students on the platform are actively engaged and texting Boomer Bear

CONSIDERED GREAT ✨

28,000+
TEXTS RECEIVED

Students have sent over 27,000 texts to Boomer Bear since launch

Engagement by Tags

Currently, **50% of students are engaged with Boomer Bear** by actively replying to Boomer Bear's proactive check-ins or asking one-off questions.

EDSIGHTS

Tag	Engagement
Freshman	56%
Sophomore	51%
Junior	48%
Senior	47%
First-Generation	52%
Female	51%
Male	47%
Unreported Gender	62%
Black/African-American	49%
Hispanic/Latino	53%
On Campus	45%
Off Campus	50%

Intervention Examples

EDSIGHTS

BALANCING WORK & SCHOOL

Flagged 127 students whose job responsibilities were making it hard for them to remain enrolled

✅ **Connected to their Success Coach and Financial Aid**

ACADEMIC ENGAGEMENT

Identified 32 students who were not enjoying their courses and needed additional academic support

✅ **Connected to Bear CLAW, Learning Resources, and their Instructor**

WELLNESS CHECK-IN
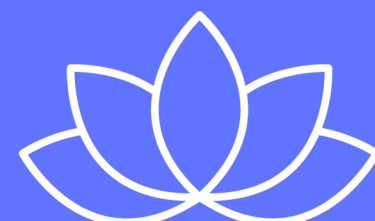
Identified 122 students who rated their health/wellbeing as "poor" due to mental health, physical health, or lifestyle concerns

✅ **Connected to the Dean of Students Office, Counseling Center, & Magers Health & Wellness**

PERSISTENCE CHECK-IN

Flagged 206 students who were either unsure about or not planning to return the Fall '25 term

✅ **Connected to their Advisor**

EDSIGHTS

Supporting Student Persistence

As students chat with Boomer Bear, any time-sensitive info they share—like concerns about violence, mental health, or dropping out—can automatically trigger an alert. These alerts help your team act quickly, with dropout alerts offering key insights to support student persistence.

26 unique students

Dropout Alerts Triggered in Spring 2025

Missouri State staff outreach

6 students enrolled the in summer classes

~$9,671 retained in at-risk student tuition*
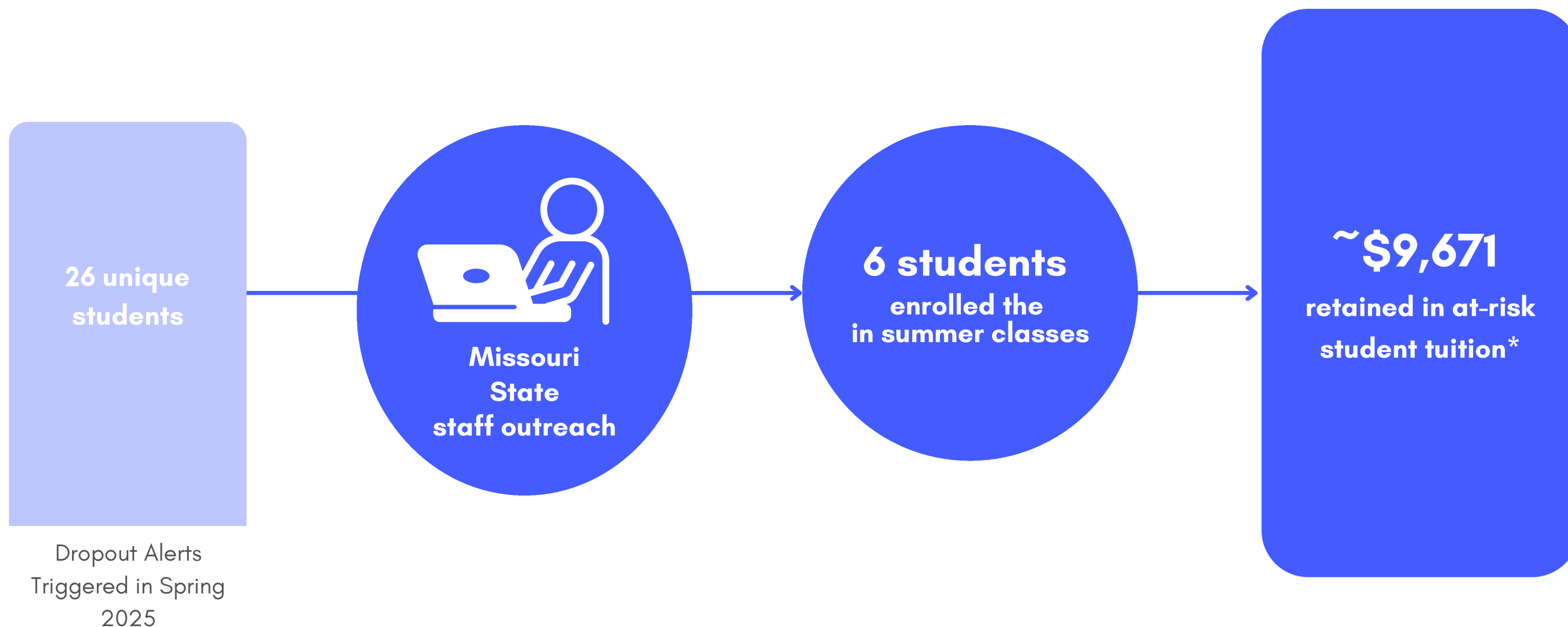
*calculated using the average net revenue per student at summer census of $1,612

Supporting Student Persistence

As students chat with Boomer Bear, any time-sensitive info they share—like concerns about violence, mental health, or dropping out—can automatically trigger an alert. These alerts help your team act quickly, with dropout alerts offering key insights to support student persistence.

49 unique students

Dropout Alerts Triggered between February 12, 2025 and July 15, 2025

Missouri State staff outreach

17 students currently registered for Fall '25 semester

~$69,003 retained in at-risk student tuition*
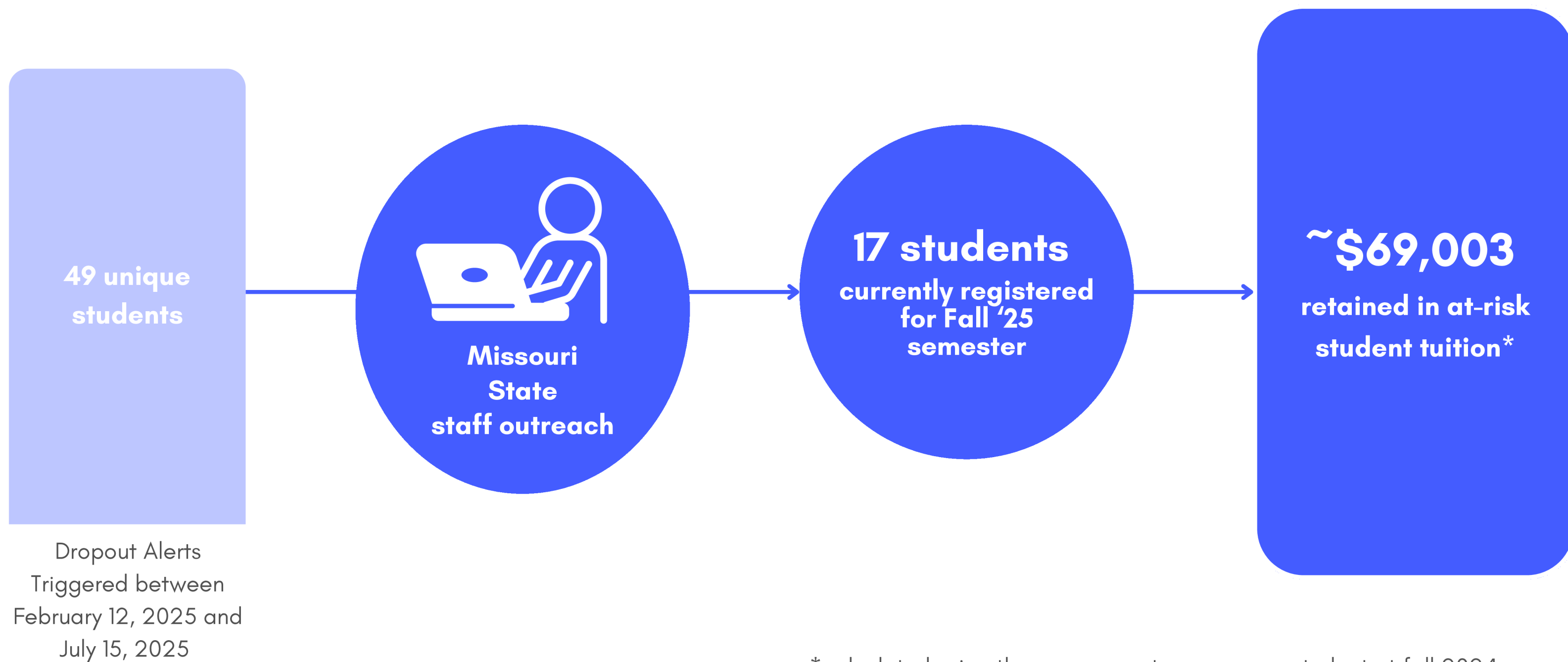
*calculated using the average net revenue per student at fall 2024 census of $4,059

Customizing the Student Experience

Boomer Bear's customized touchpoints help Missouri State create custom experiences for students and collect critical data for staff.

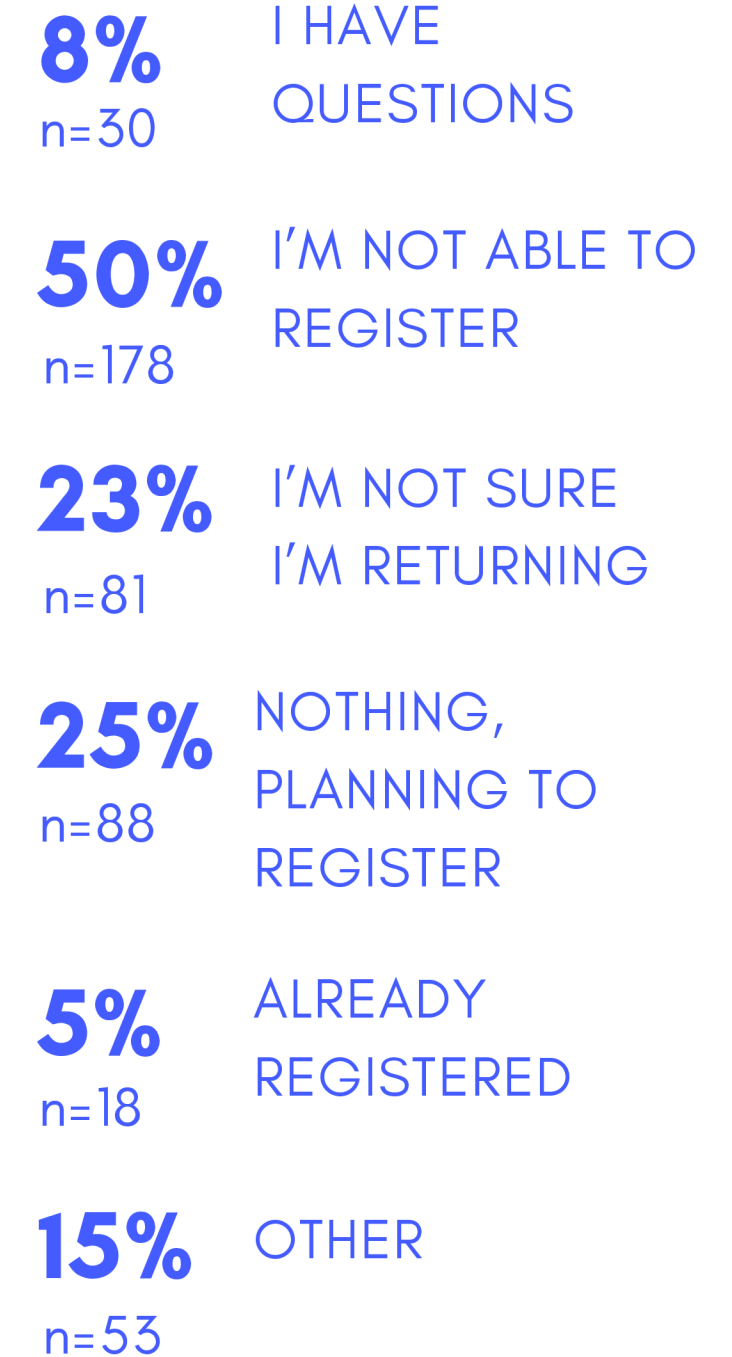In Spring 2025, Boomer Bear reached out to students who had not yet registered for the fall to do so and asked if there was anything Missouri State could do to help.

Here is an overview of what they shared 👉

Hi, Mattie! It looks like you still haven't registered for fall classes yet and I wanted to check in to see how I can help 👀

What's holding you up?

[1] I have questions ❓
[2] I'm not able to register 🙍
[3] I'm not sure I'm returning 🙁
[4] Nothing, planning to register 👍
[5] Already registered ✅
[6] Other

8% n=30 — I HAVE QUESTIONS

50% n=178 — I'M NOT ABLE TO REGISTER

23% n=81 — I'M NOT SURE I'M RETURNING

25% n=88 — NOTHING, PLANNING TO REGISTER

5% n=18 — ALREADY REGISTERED

15% n=53 — OTHER

What Students Shared...

"My account balance isn't low enough for me to register"

"The classes I need are full and there's no waitlist option"

"I'm behind on payments due to student loan issues and expecting a baby in July. Once payments are up to date I plan to register."

The Student Voice Score®
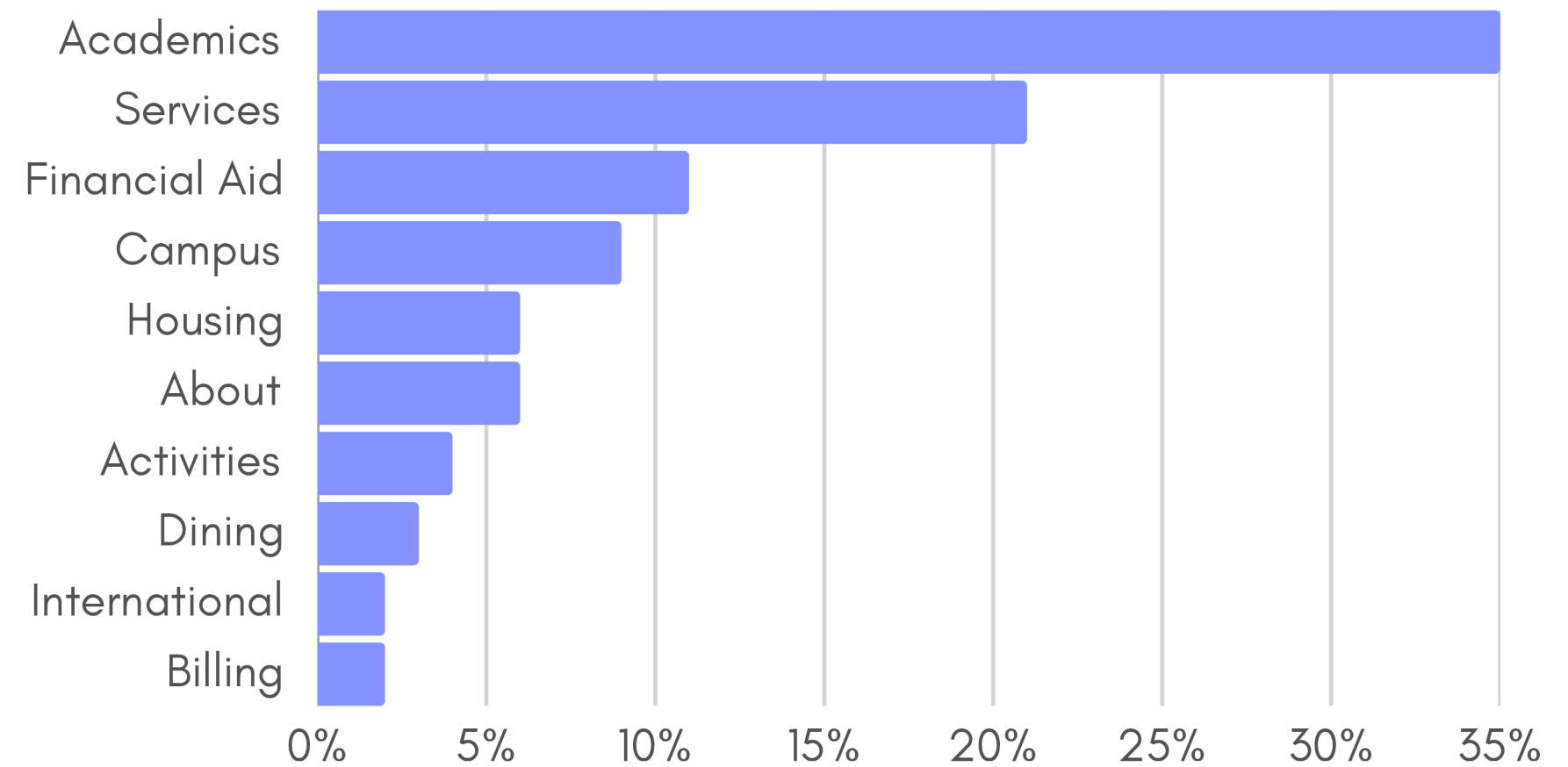
The Student Voice Score® (SVS) is the first quantifiable industry benchmark that measures student satisfaction

Each year, Boomer Bear will ask students to rate their likelihood of recommending Missouri State University to a friend on a scale of 0-10. This generates a quantitative score (SVS) calculated from student ratings and an AI summary of all qualitative comments.

STUDENT VOICE SCORE = % PROMOTERS − % DETRACTORS

☹ **DETRACTORS**   😐 **PASSIVES**   🙂 **PROMOTERS**

0 1 2 3 4 5 6   7 8   9 10
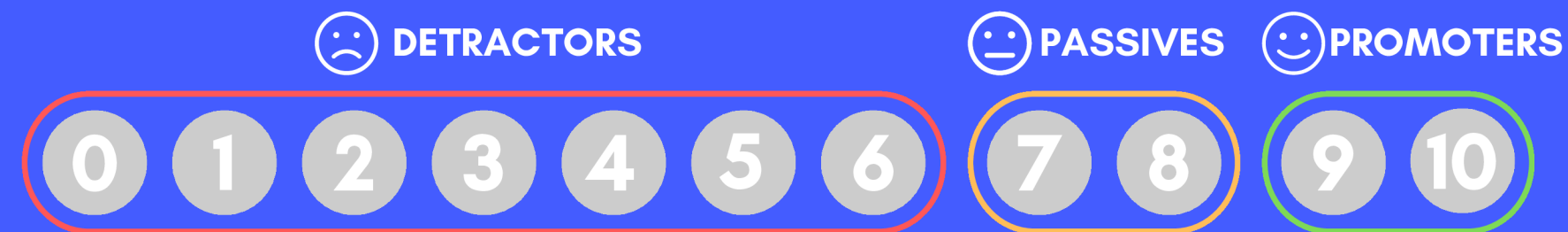
Hi Matt 👋 Your feedback matters to us.

On a scale of 0 to 10, how likely are you to recommend Missouri State University to a friend?

(0 = Not At All, 10 = Extremely Likely)

8

What is the main reason for your score?

Overall good experience, only critique is inconsistencies in professor grading techniques

EDSIGHTS
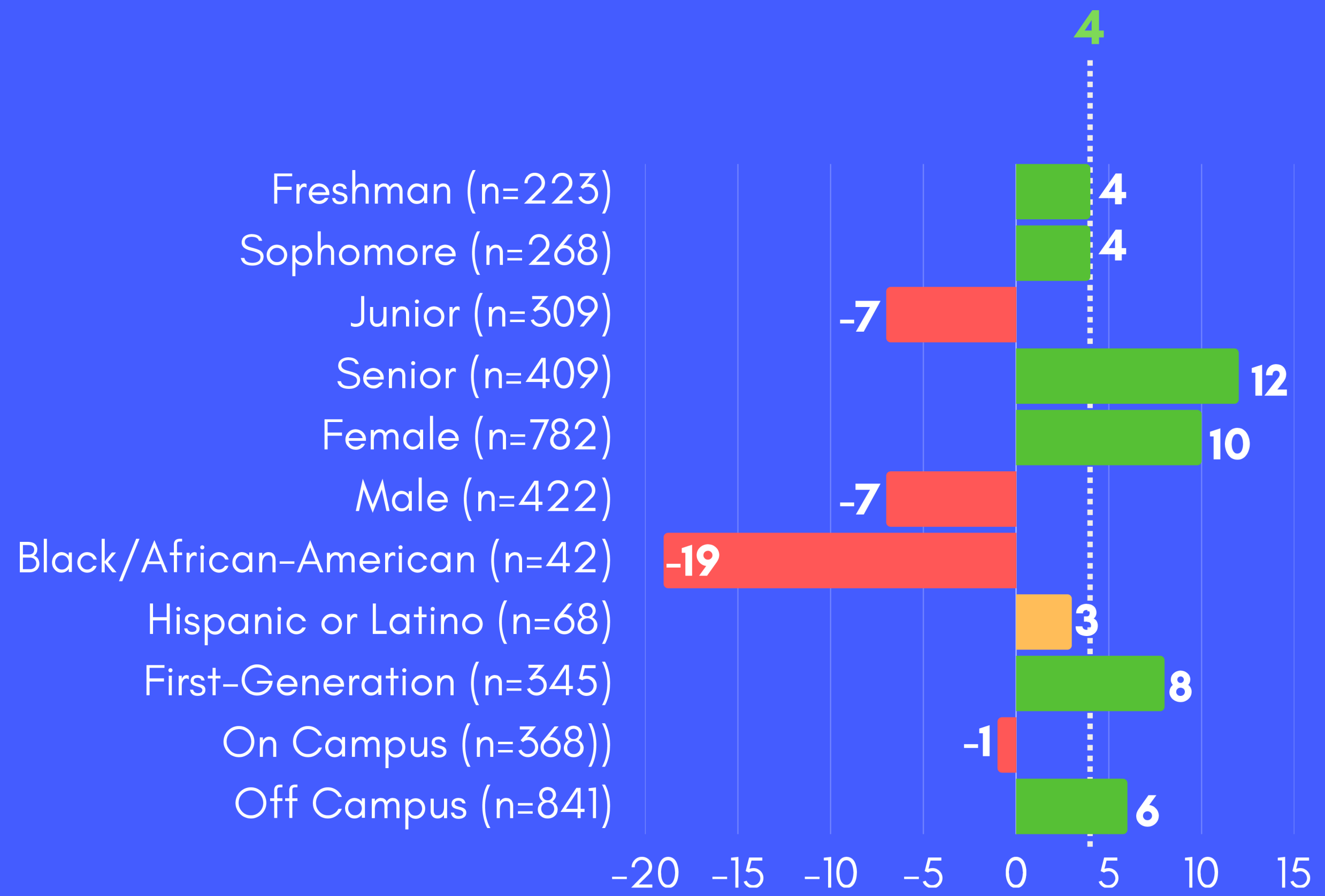
Student Feedback Theme Examples

Promoters

Quality of Education: Students consistently praise the quality of education at Missouri State University, noting the helpfulness and expertise of professors, as well as the variety of courses and programs available.

"I've enjoyed excellent instructors, a great selection of courses and plenty of administrative support thus far."
– Senior

Passives

Community & Campus Life: While many students appreciate the friendly environment and community at the school, some feel a lack of connection and involvement, particularly among commuter students.

"I genuinely enjoy going to school here, but as a commuter student, I feel like I don't belong on campus sometimes. It's hard to get to know people and do things when you live off campus."
– Senior

Detractors

Academic & Resource Issues: Students highlighted various academic challenges, including poor quality of teaching, lack of resources, and issues with course availability and advising.

"It can be pricy and hard to get into needed classes sometimes"
– Junior

"No personal connection with professors. Wish there was a guide that reached out to help you stay on track."
– Junior

Leveraging the SVS

Alignment

Use your Student Voice Score to align with various stakeholders on students' experience at your institution

Action

Use your Student Voice Score to take action and move the needle on student success

Affinity

Use your Student Voice Score to build affinity with different groups

Advancement

Use your Student Voice Score data to support your institutional advancement efforts
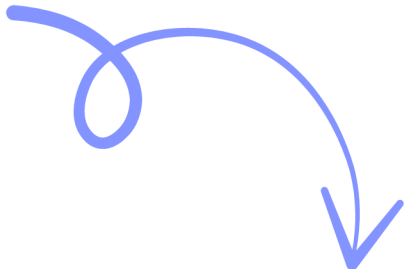
SVS Playbook

PARTNERSHIP GOALS	NEXT STEPS
PERSONALIZE STUDENT SUPPORT	• Continue summer retention messaging to keep students engaged and ensure they return for Fall • Use custom campaigns to provide more targeted support for specific student populations and build a sense of community (i.e. upcoming "Welcome Week" custom campaign; graduate students, etc.)
STREAMLINE SYSTEMS	• Finalize processes for integrating EdSights data with ATLAS • Adjust Knowledge Base and resources to be more targeted based on students' responses to questions and FAQs
IMPROVE STUDENT OUTCOMES	• Dig deeper into SVS data to address common trends and use the **SVS Playbook** for tips on how to leverage the data

Questions? Feedback?

Reach out to madeline@edsights.io

This is awesome

Thanks for the reminder

I appreciate you thank you.

Thank you for reaching out boomer!

Yasssss ily boomer

Boomer I love you

Thank you for the kindness, Boomer

Thanks boomer you're so helpful!

Thank you so much for the link and your help.

Title IV Financial Aid Implications of the One Big Beautiful Bill Act (OBBBA)

August 5, 2025

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What is the OBBA

- Signed into law July 4, 2025

- Broad federal reconciliation bill with significant higher ed provisions

- Major impact on Title IV programs (Pell Grant, federal loans, repayment)

Broad Areas of Change

- Federal Pell Grant Program

- Federal Direct Loan Program

- Student Need Analysis

- Institutional Accountability/Miscellaneous

- Student Loan Repayment

Federal Pell Grant Program

Issue	Change	Effective Date
Pell program shortfall	Provides for an additional $10 billion in mandatory funding to cutoff the impending Pell Grant shortfall	Part of Fiscal Year 2026 Budget
Workforce Pell Grant	Creates a "Workforce Pell Grant" program that would allow, previously ineligible programs, to qualify for Pell funds.	July 1, 2026

Federal Direct Loan Program

Issue	Change	Effective Date
Graduate PLUS Loan Program	Eliminates the Graduate PLUS loan program.	July 1, 2026
Graduate/Professional Annual and Aggregate Loan Limits	Caps the annual loan limit at $20,500 for grad students; $50,000 for professional students. Lifetime limit is capped at $100,000 for grad students and $200,000 for Professional students (not including UG borrowing).	July 1, 2026
Parent PLUS Loan Annual and Aggregate Loan Limits	Caps Parent PLUS loan borrowing at $20,000 per year per dependent student. Establishes a lifetime cap of $65,000 per dependent student (without regard to amounts forgiven, repaid, canceled, or discharged).	July 1, 2026
Federal Loan Program Lifetime Loan Limits	Establishes a $257,500 lifetime borrowing limit on all federal student loans, excluding borrowed Parent PLUS loan amounts (in the case of a dependent student who had Parent PLUS borrowed on their behalf for education expenses)	July 1, 2026

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Federal Direct Loan Program Cont.

Issue	Change	Effective Date
Institutionally Determined Limits	Allows institutions to impose their own lower program-level loan limits	July 1, 2026
Loan Proration	Requires institutions to prorate annual loan amounts in direct proportion to the percent of full-time status the student is enrolled.	TBA

Student Need Analysis

Issue	Change	Effective Date
FAFSA Asset Exemptions	Reinstates the exemptions of family farm and a family-owned small business assets from the SAI calculation and expands asset exemptions to family-owned commercial fisheries.	July 1, 2026
Students with High SAIs	Prevents students from receiving Pell Grants if their SAI exceeds twice the maximum Pell Grant award.	July 1, 2026
Full COA Scholarships/Grants	Prevents students from receiving Pell Grants if their SAI exceeds twice the maximum Pell Grant award.	July 1, 2026
Foreign Income and Pell Eligibility	Requires that foreign income be included in the AGI used to calculate Pell Grant eligibility	July 1, 2026

Institutional Accountability/Miscellaneous

Issue	Change	Effective Date
Student Earning Outcomes	Creates a new accountability measure that would cause a program to lose Direct Loan eligibility if it fails the "low earnings outcomes" measure 2 out of 3 years.	July 1, 2026
Borrower Defense to Repayment	Delays the implementation of the 2022 rules until July 1, 2035	July 4, 2025
Closed School Discharge	Delays the implementation of the 2022 rules until July 1, 2035	July 4, 2025

Notable "Not Enacted"s

Issue	Change	Effective Date
Pell Grant Enrollment	*Not enacted*	*N/A*
Subsidized Loan Program	*Not enacted*	*N/A*
Gainful Employment (GE)	*Not Enacted*	*N/A*
90/10 Revenue Rule	*Not Enacted*	*N/A*
Median Cost of College	*Not Enacted*	*N/A*
Non-Citizen Eligibility	*Not Enacted*	*N/A*

Student Loan Repayment

- **Timeline**: Major changes begin July 1, 2026; transitions complete by July 1, 2028; deferment phase-out by July 1, 2027

- **Borrower impact**: Fewer repayment choices, longer payoff time under RAP, a $10 minimum, and stricter rules for Parent PLUS and consolidations

- **Legacy protections**: Borrowers with loans before July 2026 have some pass-through privileges but still face reduced flexibility

- **Advise borrowers**: Track deadlines, consider plan selection carefully, and expect enrollment auto-transfers if no action is taken by mandated dates

Major Implications for Missouri State

- Graduate PLUS Loan elimination and MCHHS

- Loan Proration and students' ability to pay for school

- Full COA awards and Pell eligibility for select populations

- Institutional accountability and program eligibility

Bonus Content

New State Aid Program

Public Safety Recruitment & Retention Act Scholarship

- Senate Bill 71 will become Missouri law effective **August 28, 2025**.

- Creates a new scholarship to assist eligible public safety personnel and their dependent children pursuing a qualifying postsecondary degree from a Missouri public or independent college or university.

- Individuals must meet certain eligibility requirements to qualify, including (but not limited to):
  - Be a Missouri resident
  - Meet all admission requirements of the institution of higher education, and any ongoing requirements related to grades and attendance
  - Have not already earned a baccalaureate degree
  - Enroll and be accepted into a program leading to a baccalaureate degree in one of the defined academic subject areas from a Missouri public or independent institution
  - Complete the Free Application for Federal Student Aid (FAFSA)

Thank you

RobMoore@MissouriState.edu