Missouri State™
U N I V E R S I T Y

Implementing the Vision:

2016-21 LONG-RANGE PLAN

www.missouristate.edu/longrangeplan

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Mission, vision and values

MISSION

Missouri State University is a comprehensive institution offering undergraduate and graduate programs, including the professional doctorate. The university educates students to be global citizen scholars committed to public affairs.

VISION

Missouri State University will be the university of choice to develop successful students who excel academically and in ethical leadership, cultural competence and community engagement.

VALUES

We value:

- A **student-centered learning environment** and **excellent teaching** that promote and support academic success and personal development.

- The generation, discovery, dissemination and preservation of **knowledge** developed through **research** and **creative activity.**

- Personal and academic **integrity** in all our endeavors.

- **Inclusiveness,** fairness, equity and social justice; the recognition that each person possesses not just one, but multiple identities; and the celebration of the similarities, as well as the differences, of our diverse campus.

- **Our people** and their ability to foster an **environment of respect** for all individuals within a climate of civility, trust and collaboration.

- **Continuous improvement** in our programs, policies and procedures.

- **Innovation** and promotion of the **entrepreneurial spirit** in all aspects of university life.

- **Collaboration,** both internally and externally, to promote meaningful **partnerships** that further the university's goals.

- **Pride in,** and **celebration of**, the achievements of the university and campus community, past and present.

- **Responsible and transparent stewardship** of the university's and community's resources for a sustainable future.

Missouri State™ UNIVERSITY

Implementing the vision

Effective long-range plans are strategic. While they chart a bold course, they are flexible. They include goals that are aspirational, but also achievable. The best long-range plans are calls to action, focusing on implementation and accountability. They guide future initiatives and allocation of resources.

Built on the visioning committee's work and report in 2014-15, Missouri State's long-range plan for 2016-21 outlines the vision, strategic priorities and university goals in each of the six key areas: academic profile, student experience, diversity and inclusion, globalization, infrastructure and funding. The course has been charted. Now the work begins.

MISSOURI STATE'S UNIQUE CHARACTER

Since its founding in 1905 as State Normal School Number Four to provide for the education of teachers, Missouri State has held service to the citizens of Missouri as one of its highest values. Moreover, excellent teaching and student centeredness have been priorities for the institution and contribute to the unique character of what is now Missouri State University. We are proud that our faculty and staff work with students, individually and collectively, to help them achieve their academic and life goals.

In 1995, Missouri State's statewide mission in public affairs was signed into law. The mission asks students, faculty and staff to consider *what* they learn in the context of their role as citizens. It encompasses three pillars of public affairs: ethical leadership, cultural competence and community engagement. Faculty and staff have worked to integrate the mission so students understand how their actions affect society at large.

These characteristics constitute the heart of the university and will be advanced in the long-range plan.

CHALLENGES TO HIGHER EDUCATION

Higher education in the United States faces daunting challenges that will influence the institution's strategic priorities for the foreseeable future.

First among these is increased competition at all levels: for students, faculty and staff, and resources. Competition will intensify in coming years.

Demographic changes will influence how the university operates. For example, first-generation students, who have not traditionally considered themselves college-bound, constitute more than one-third of Missouri State's incoming class. These students – talented and qualified academically – may lack the background that gives non-first-generation students a boost in navigating college waters. We must not lose this talent!

Among the most influential changes affecting higher education is the decreasing support at the state level. Thirty years ago, nearly three-fourths of the university's financial support came from the state, with student tuition and private support constituting the remainder. Today, those numbers are nearly reversed – the state provides about one-third of the university's support. This has substantially increased the financial burden for students and their families as universities are forced to rely on private support. Maintaining affordability is a priority in the strategic plan.

Finally, societal attitudes about the value of a college education contribute to the current climate in higher education. A college education has increasingly become viewed as a private commodity rather than a public good that benefits all society, despite data demonstrating that college-educated citizens make more money, pay more taxes and are less likely to be unemployed or under-employed in their lifetimes.

STUDENT SUCCESS IS THE TOP PRIORITY

Student success is at the center of the long-range plan and is the primary reason for the programs, initiatives and goals developed within this plan.

While what constitutes success is defined individually by each student, a *sine qua non* is that Missouri State University seeks to develop broadly educated persons. The university's general education statement emphasizes that a university education should do more than prepare students for specific jobs. All students must be able to ask good questions, develop solutions to problems and make generalizations – in short, to *think*. They also must be able to work collaboratively to solve problems. Moreover, whatever the student's ultimate degree, the liberal arts provide the foundation on which the student's education rests.

When students graduate, they must be prepared with skills to enter the job market. They must also be able to adapt to the job market and be ready to change jobs or careers as individual interests and societal trends shape their paths.

Student success also involves the ability to engage appropriately with each of the three pillars of public affairs. Graduates will be leaders in their communities, nationally and globally. They must be able to interact with others whose upbringing, values and culture may be markedly different from their own. They must be willing to contribute their skills, knowledge and experiences to benefit their communities and the broader society.

COMMUNICATING ABOUT AND IMPLEMENTING THE LONG-RANGE PLAN

This long-range plan provides the framework to guide the work that follows: communicating about and implementing this plan. The plan will be disseminated widely throughout the university community, posted on the long-range plan website and distributed in printed form to all faculty and staff. Members of the university's top leadership team will be responsible for disseminating the plan and ensuring that the individuals in their units understand and have communicated the plan to those in their units, in preparation for implementation.

The priorities and goals presented in this plan are strategic. During the next five years, each unit of the university will develop the specific goals and tactics that will operationalize the plan, direct how the university will allocate its resources, identify which individuals or groups are accountable for implementation and specify the measures by which the plan will be evaluated.

Academic profile

VISION

Missouri State University will provide students with choices from an array of academic programs, research options and opportunities to connect in meaningful ways, all of which will help them succeed and fulfill their dreams.

ACADEMIC TRADITIONS

Since it was founded in 1905, Missouri State has been known for its outstanding teaching, strong liberal arts foundation and commitment to academic standards. Those traditions have remained university hallmarks throughout its history.

Missouri State is committed to the search for knowledge. It recognizes that human curiosity explores unknown intellectual, as well as physical realms. In a world where knowledge can become outdated quickly, the university is committed to the discovery and dissemination of information that serves the future, and to emphasizing the importance of critical thinking skills to adapt to changing conditions.

Missouri State has long been recognized for its student advising, which has won multiple regional and national awards. Understanding the important role advising plays in student success, the university remains committed to superior advising.

COMPETITIVE ADVANTAGES

Missouri State's graduate programs and targeted research set it apart from other institutions in Missouri and the region. The university will build on this competitive advantage in the coming five years.

Over the past 25 years, Missouri State has tripled its graduate programs and more than doubled the number of graduate students. As graduate education has grown, so has a corresponding emphasis on research and scholarly activity.

All tenure-track faculty members are expected to participate in research, defined broadly in the "Faculty Handbook" as scholarship that ranges from artistic creation to scientific discovery, which not only generates new knowledge, but also positively influences teaching and student learning. Missouri State has developed and invested in research areas where faculty have expertise and grant dollars are available, and it will continue to support this important objective.

To maintain its edge, Missouri State will explore ways to balance the faculty's work in research and scholarly activity with its other diverse responsibilities: teaching, advising, mentoring, university service, community service and more. Finding the appropriate balance will require the university to use all of the administrative tools currently available, as well as explore other approaches to fulfill these responsibilities effectively.

Finally, Missouri State's statewide mission in public affairs, approved by the Missouri General Assembly and signed into law by the governor in 1995, distinguishes the university. The three pillars of the mission – ethical leadership, cultural competence and community engagement – have been woven into all aspects of campus life, from academics to residence life to a multitude of special events.

RESPONSE TO CHANGE

Change will come at an accelerated pace during the next five years. Missouri State is committed to initiating new academic programs to meet societal needs, embracing new delivery systems to respond to student desires and addressing requirements of employers – all without compromising academic rigor and integrity.

One key to achieving this goal is through cross-disciplinary partnerships in academic programs and research. Such partnerships provide students with breadth and context, and also prepare them to work in teams and across geographic distances to achieve goals – all skills demanded by society and employers.

PERFORMANCE INDICATORS

- **Enrollment**
- **Student success**
- **Quality of student learning**
- **Graduate outcomes**
- **Faculty/staff**

For additional information, please see pages 20-23.

STRATEGIC PRIORITIES

- Offer distinctive academic programs to succeed in the crowded and competitive higher education marketplace.
- Create an environment that stimulates research, which will enhance the quality of teaching and increase the university's profile at the national and international level.
- Emphasize collaboration, both internally and externally, to promote academics and research for developing well-rounded students who can effectively integrate into society and their chosen careers.
- Embrace dynamic adaptation as the norm at Missouri State to meet the pace of change, including theoretical, pedagogical and technological advances.

UNIVERSITY GOALS

- Continue to offer a strong liberal arts education as the foundation for all academic programs.
- Regularly evaluate, modify, add and eliminate programs to respond to societal needs as appropriate.
- Expand graduate programs to serve distinctive regional, national and international needs.
- Provide faculty and students the resources, mentoring and incentives that support research productivity and collaboration.
- Employ a strategic approach to faculty recruitment and hiring which will enhance scholarship and excellent instruction.
- Improve performance on measures of student success (e.g., retention, graduation) to achieve sustained excellence.
- Organize academic units to increase efficiency and facilitate cross-disciplinary study and research.
- Offer cutting-edge academic programs that incorporate innovative technologies and experiential learning.
- Increase the use of student-centered instructional models and schedules while maintaining academic rigor.

The academic profile goals are as clear as they are challenging. Over the next five years, Missouri State aspires to maintain its strong academic traditions, fully develop its competitive advantages and position itself to respond effectively to the changing environment.

The university will strive to achieve these goals at a time when state appropriations represent a declining percentage of overall funding, where there is a desire and continuing need to increase enrollment in a highly competitive environment, where there are increasing workload demands on faculty and where there is increased skepticism about the value of a college degree.

Student experience

VISION

Missouri State University will provide a rich, memorable, distinctive and transformative educational experience through a variety of curricular and co-curricular programs that will ensure students succeed both during and after college.

Universities used to strive for *high student satisfaction*. That's not good enough any longer. In recent years, the bar has been appropriately raised.

Today, the only acceptable result is *student success*. That is what students – whether traditional, nontraditional or graduate students – expect for their investment of time and money. And that is why student success is a major focus in this five-year plan.

While students may define success in slightly different ways depending on their own situations and goals, for full-time undergraduates, it means graduating in four and no more than six years; being prepared to have a successful career in their chosen fields; having no debt or at least manageable debt; possessing the characteristics of an educated person; and having the skills and experience not only to be productive members, but also leaders in their communities. These are all reasonable expectations.

To foster student success, Missouri State is committed to the development of each student as a whole person. So, in addition to providing a wide array of strong undergraduate and graduate academic programs, and fostering students' academic success, the university will advocate wellness as a lifestyle, strive to provide a safe and secure environment in which to live and study, promote and protect freedom of expression, develop leaders, provide meaningful support services, and celebrate diversity and inclusion, as well as the globalization of the campus.

Make no mistake – students will find Missouri State challenging. But, then again, college should be rigorous. And, students will be expected to fulfill their part of this educational partnership by attending class, engaging in discussions, staying current with readings and homework, participating in co-curricular activities and seeking help when they need it. Missouri State faculty, staff and administrators will do their part to support and provide opportunities.

By achieving greater student success, Missouri State will solidify its student-centered reputation, and maintain its foundation of loyal alumni and generous donors.

EDUCATED PERSONS

The characteristics of an educated person are clear, measurable and recognizable. An educated person is someone who is literate in the broadest sense; has an appreciation for the beauty and complexities of citizenship in his or her community and in the world; has the skills and motivation to continue to learn after leaving the university; and can solve problems through the mastery and application of one or more academic disciplines.

Educated persons are developed through the interaction of competent, caring faculty; skilled and dedicated staff; and capable, motivated fellow students. The university is committed to developing educated persons by challenging them academically while nurturing them in their personal growth. As enrollment continues to grow, maintaining these vital relationships with faculty and staff may require the university to develop fresh approaches without losing that personal touch.

KEYS TO SUCCESS

Research and experience support that there are several keys to improving retention and graduation rates. They include:

- Providing early, regular and outstanding advising.
- Allowing students to take courses in their chosen area of interest early in their college careers.
- Creating opportunities for students to develop relationships with faculty members, and encouraging faculty members to mentor students.
- Engaging students in academic activities (internships, practicums, part-time jobs, study away, service learning and more) and campus activities (intercollegiate athletics, arts, speaker and other special events, living-learning communities, intramurals, clubs and organizations, fraternities and sororities, and more).
- Making available and publicizing a variety of support services for students, from personal, confidential counseling, to the health center, to the wellness and recreation center, to library and computer resources, to academic support labs and more.
- Fully communicating and then connecting students to Missouri State's statewide mission in public affairs and its three pillars.

PERFORMANCE INDICATORS

- **Enrollment**
- **Student success**
- **Quality of student learning**
- **Graduate outcomes**
- **Funding**
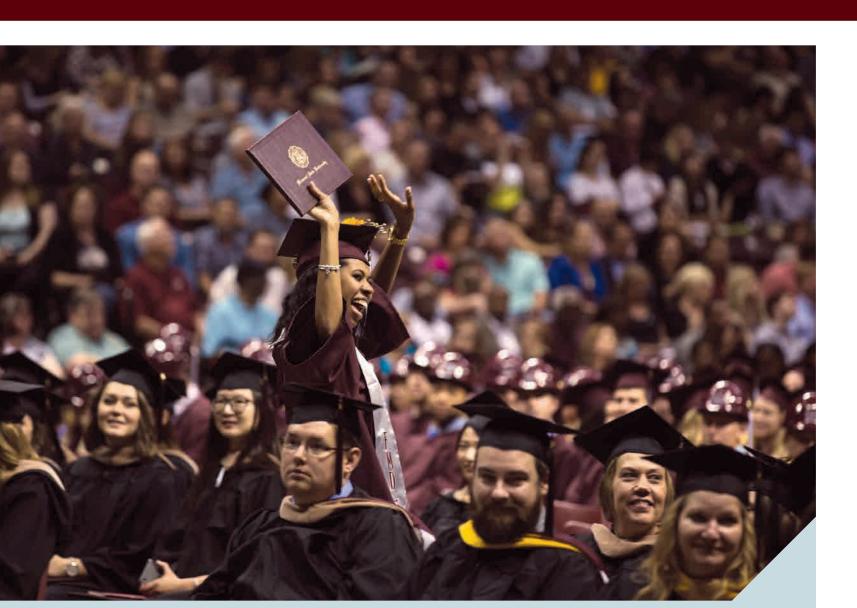
For additional information, please see pages 20-23.

STRATEGIC PRIORITIES

- Ensure all students experience a sense of belonging and personalized connection to Missouri State.
- Ensure all students experience a challenging learning environment that fosters intellectual growth.
- Cultivate a student-centered learning environment promoting and supporting academic excellence and personal development.
- Provide opportunities for increasing the students' sense of university pride and tradition.
- Provide an increasing number of opportunities for students to meaningfully engage with the public affairs mission.

UNIVERSITY GOALS

- Improve efforts to orient, engage and support specific groups of students – for example, first-year undergraduates, transfer students, online students, first-generation students, historically underrepresented students, veterans, non-traditional students, international students, students with disabilities, graduate students – to Missouri State.
- Better integrate the academic programs and personal development opportunities to provide students with the full university experience to promote student progression, retention and graduation.
- Expand leadership, community engagement and cultural development opportunities for all students.
- Implement traditions and activities designed to enhance school pride and promote school spirit, all to contribute to student success and elicit alumni support.
- Increase student participation in high impact experiences.
- Engage alumni in meaningful ways to support current and prospective students.
- Increase visibility of intercollegiate athletics, performing arts, fine arts and other activities as important to the university student, community and alumni experience.

Diversity and inclusion

VISION

Missouri State University will be a university of choice and opportunity for all students, a beacon for diversity locally and nationally, and a university that welcomes all forms of diversity.

CREATING A CLIMATE OF INCLUSIVE EXCELLENCE

To achieve inclusive excellence, the university must value, engage and celebrate the rich diversity that faculty, staff, students and alumni bring to campus. To succeed, the university must create a campus climate where students and faculty feel wanted, needed, included and safe. It is vital to create a climate that ensures all members of the campus community are just as comfortable maintaining their own individual and cultural identities as they are having candid conversations about diversity and inclusion. Those discussions can be difficult and often require courage, but in the end they can lead to positive change.

Through the climate study, the university has taken the first step in establishing a baseline and identifying key issues. The university will use the climate study results, best practices and other research and tools to make the campus and its programs even more welcoming. Implementing these changes is a key element of the long-range plan for 2016-21.

It is not only the climate on campus that matters. The climate of Springfield and the Ozarks also is crucial to achieving greater diversity and inclusion. Missouri State willingly accepts its leadership role to make the local and regional climate more welcoming.

DIVERSITY AND INCLUSION IN THE BROADEST SENSE

Missouri State defines diversity and inclusion in the broadest possible terms.

Diversity includes individual differences such as personality, learning styles and life experiences. It also includes group/social differences, such as race/ethnicity, class, gender, sexual orientation, country of origin and disabilities, as well as cultural, political, religious or other affiliations, such as veteran and socioeconomic status. Moreover, each of us has more than one identity, and Missouri State will continue to support and advocate for the intersecting identities of all its community members, whatever those intersections might entail.

Inclusion describes the active, intentional and ongoing engagement with diversity in ways that increase awareness, cognitive sophistication and empathic understanding of the ways individuals interact within systems and institutions. This is accomplished through people, within curricular and co-curricular programs, and in various communities in which individuals might connect: intellectual, social, cultural and geographic.

KEYS TO SUCCESS

To be effective, programming expanding diversity and inclusion must be added and woven throughout the entire academic curriculum, not only in specialized courses and programs.

Both cultural consciousness and competency will be critical to the success of the university in creating inclusive excellence on campus and in the community. As the diversity of the student body increases, Missouri State will provide support for students, particularly those who are underprepared for college, students from lower socio-economic backgrounds and students from other historically underrepresented groups.

Moreover, it is important for groups of diverse students, faculty and staff to interact with one another. Engaging with others about those differences and celebrating those differences will produce awareness and understanding.

All of these initiatives will help recruit, develop and retain diverse faculty, staff and students. University personnel, particularly leaders, will be held accountable for furthering these goals.

Achieving greater diversity and inclusion will attract an expanded pool of talented individuals to campus. It will improve decision-making because divergent points of view lead to a broader range of ideas and better outcomes. It will enrich the entire university experience for students and better prepare them to interact effectively with colleagues, competitors, customers and citizens of varied backgrounds.

That is just part of the compelling case for diversity and inclusion. It describes why Missouri State is renewing its unwavering commitment to make progress in both areas, and it is the reason achieving greater diversity is one of the university's core values. To succeed in this effort, Missouri State knows it must demonstrate resolve, creativity and courage.

At its core, diversity and inclusion is about having respect for all individuals. Of course, diversity and inclusion are moral and ethical issues. It has been proven, however, that increasing diversity and inclusion also is a business best practice for both public and private organizations.

STRATEGIC PRIORITIES

- To be true to its values and achieve its goals, the university will embrace diversity in all its forms.
- The university will embrace a system-wide approach to create an environment where all groups and individuals can thrive and achieve academic and personal success.
- The university will develop accountability measures for supporting diversity and inclusion throughout the university system.
- Missouri State University will lead by example in promoting inclusiveness within the community, region and state.
- The university embraces curricular transformation as an approach to ensure that its undergraduate and graduate students have knowledge and competencies related to diversity and inclusion.

UNIVERSITY GOALS

- Enhance efforts to attract and retain historically underrepresented groups, as well as other diverse groups (e.g., first generation, low income, veterans, disabled, international, etc.) of students, faculty and staff so all can succeed.
- Support initiatives to encourage discussion of, and appreciation for, differences.
- Implement effective training and/or professional development to increase cultural consciousness/competence in diversity and inclusiveness for students, faculty and staff.
- Ensure academic programs incorporate diversity into the curriculum and co-curricular activities.
- Collaborate with other major businesses, institutions and organizations in the region to promote, create and value opportunities for diversity and inclusion.

PERFORMANCE INDICATORS

- **Enrollment**
- **Student success**
- **Quality of student learning**
- **Faculty/staff**

For additional information, please see pages 20-23.

Globalization

With telecommunications of all forms, email and the World Wide Web, global communication is instantaneous. Every year, trillions of dollars in goods and services are bought, sold and traded among countries and continents as part of the global economy. It is now commonplace for businesses and companies to have locations outside the U.S. Many difficult issues must be addressed globally: disease and pandemics, hunger, energy, the environment, peace and terrorism, to name only a few. Even athletics and all forms of the arts have become truly international in scope and participation.

It has never been more evident that students must gain global experience and cultural competency skills to be prepared global citizens and leaders. They must be exposed to an international environment. The curriculum must integrate globally focused studies. The students' interactions with the international community should be fostered both on campus and abroad. To fulfill the university's public affairs mission, students must become culturally competent.

There is a global battle for *smart talent,* defined as persons with excellent cognitive, professional and interpersonal skills, coupled with global experience and intercultural competence. Missouri State University will educate students to be global citizens and prepare them to succeed in the intensely competitive international workplace.

OPERATING FROM A POSITION OF STRENGTH

Today, approximately three million university students worldwide study outside their home countries, a 57 percent increase in the past decade. That number is projected to surge to more than seven million by 2025, according to NAFSA: Association of International Educators.

Nearly 25 years ago, Missouri State recognized this trend, embraced it and began extending its international reach. From the beginning, the university's dual challenge has been to be globally engaged while remaining locally connected.

The university will continue its global emphasis especially because the Missouri State experience has been enhanced by the more than 1,600 international students currently enrolled – more than triple from a decade ago. Those students come from 89 countries, with the People's Republic of China accounting for more than half of all international students.

Over the years, the university has signed agreements with more than 60 partner universities in 22 countries to promote student mobility, faculty collaboration and participation in special programs.

COMPREHENSIVE GLOBAL EXPERIENCE

The global experience opportunities at Missouri State run the gamut, and they are the reason Missouri State has been ahead of others in the globalization of campus. The number of international students has increased as a result of the support those students receive, with targeted orientations, around-the-clock assistance, and even alumni opportunities in their home countries.

For all students, there are global elements to the curriculum and in research and scholarly activities, as well as a full range of study away opportunities of varying durations. Scholarships and other forms of financial aid help boost participation in these programs. There also are efforts to make cultural connections beyond the classroom in residence halls, dining centers and student organizations. Further, there are multicultural programs that promote interaction with the campus community – faculty, staff and the entire student body.

In addition, there are a number of international faculty members on campus who bring fresh perspectives to the classroom and enrich the learning experience for students. Finally, university initiatives, such as the English Language Institute, the International Leadership and Training Center and the Foreign Language Institute, have elevated Missouri State's international stature.

All of these opportunities help prepare students to enter a globalized environment for work, leisure and life.

PERFORMANCE INDICATORS

- Enrollment
- Student success
- Quality of student learning
- Faculty/staff

For additional information, please see pages 20-23.

STRATEGIC PRIORITIES

- To help reinforce its global environment, the university will attract a growing number of international students in targeted disciplines from an increasingly broad array of countries.
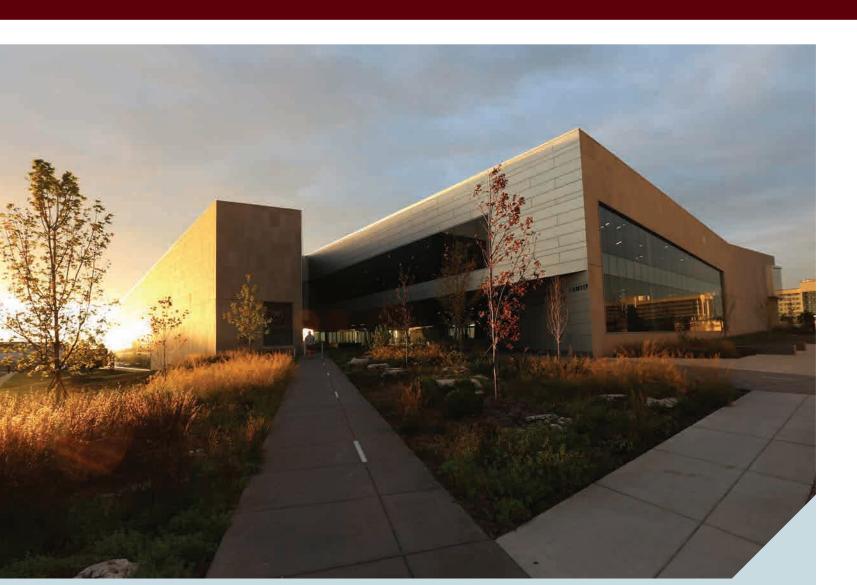
- So that students have an appreciation for, and understanding of, other cultures, the university will enhance interaction of international and domestic students, faculty and staff.

- To provide context and promote greater understanding, the university will continue to integrate an international component into curricular and co-curricular activities.

UNIVERSITY GOALS

- Increase partnerships and interdisciplinary collaborations with an international focus.

- Promote globalization initiatives and expansion of international programs.

- Enhance recruitment efforts to diversify countries and cultures represented on campus.

- Develop new or modify existing degree programs to better attract international students.

- Develop initiatives to promote interaction among international and domestic students, faculty and staff, and to promote global learning for all students.

- Raise awareness and promote the value of international opportunities for domestic students, faculty and staff.

Infrastructure

VISION

Mindful of the importance of sustainability and accessibility, Missouri State University provides facilities and information services that advance teaching, learning, research, service and operations.

Campus is the home-away-from-home for students for several years. Faculty and staff spend more waking hours on campus than they do at home. Campus is where faculty educate students and prepare them to succeed in their careers and in life, complete their research, and where faculty and staff explain and model the university's statewide mission in public affairs.

Student learning depends on infrastructure, including facilities, personal safety and cybersecurity, accessibility and technology, especially as online and distance learning continue to expand. The commitment to sustainability matters. Creating a positive environment for students, faculty and staff is an important priority for Missouri State, an environment that encourages students and employees to adopt healthy lifestyles and seek appropriate work-life balance.

The next five years will require organizational agility as Missouri State strives to respond to changing conditions, new developments and emerging opportunities. The university will begin the process by assessing its current situation and identifying gaps that need to be addressed, as well as opportunities that should be seized.

SAFETY

Missouri State strives to be a safe and secure campus, the result of a variety of initiatives: a fully staffed Springfield Police Substation located on campus, an around-the-clock safety staff, an extensive lighting system, a comprehensive shuttle system, an expanding video surveillance system, training on responding to emergencies and a deep-seated commitment by university leaders. There is no higher priority for the university than creating and maintaining a safe and secure campus for its students, faculty, staff and visitors.

FACILITIES

Missouri State's campus is as functional as it is beautiful. It has grown and developed over the years – in the past 20 years, for example, the square footage of the buildings on the Springfield campus has nearly doubled.

The facilities represent the university's largest single investment – the total value of the buildings and grounds on all campuses is estimated to be $1.28 billion. A major challenge is to protect and leverage that investment. Managing deferred maintenance promises to be an on-going challenge.

Other issues include efficiently scheduling existing facilities and funding new facilities to accommodate enrollment growth. In all cases, the facilities will be made accessible to all students, including those with disabilities.

TECHNOLOGY

Technology is key to student learning today and in the future. Online environments for teaching, learning and working are evolving rapidly. Use of data and analytics is expanding. Techniques such as data centers and cloud storage are being implemented.

Missouri State's goal is to provide the state-of-the-art technology Missouri State graduates will use in their careers. To achieve this goal, the university will work to develop a flexible infrastructure that can quickly accommodate emerging technologies and support user needs. The issues are likely to deal with mobility, accessibility, wireless access, reliability, band width and, as always, cost.

Cybersecurity is a growing concern for all colleges and universities. Missouri State will continue its vigilance in preventing identity theft, cyber-terrorism, online fiscal malfeasance and other security threats.

SUSTAINABILITY

Today's students are passionate about sustainability, sustainable living and "sustainable communities," all of which focus on environmental and economic sustainability, urban infrastructure, social equity and municipal government. Students at Missouri State and across the country have voiced their support for sustainability and championed sustainability initiatives.

Missouri State will take into account the sustainability impact in all of its major decisions. All members of the university will be encouraged to make sustainable decisions in day-to-day activities.

The university will emphasize sustainable and efficient use of its facilities, seeking high ratings from the Association for the Advancement of Sustainability in Higher Education (AASHE). In addition, the university will efficiently use water and energy, including heating and cooling systems, and continue to improve its recycling and waste management programs. Missouri State also will consider expanding its investment in sustainability by exploring alternative sources of energy, rain water reclamation and other environmentally friendly practices, especially as the lag time on return on investment (ROI) declines.

TRANSPORTATION

Issues of parking and transportation will require increasing attention, particularly as campus enrollment grows and as facilities are added that are not within easy walking distance of the campus core. While being environmentally friendly, transportation alternatives – mass transit, shuttles, walking, bicycles, personal transportation devices and so forth – produce their own challenges. To address these issues, Missouri State must continue to collaborate with city, regional and state authorities to improve transportation options.

Funding

VISION

Missouri State University will remain a high-quality educational option offered at a competitive price, seek maximum flexibility with existing funding sources, explore alternative funding options and continue regular reallocation as appropriate.
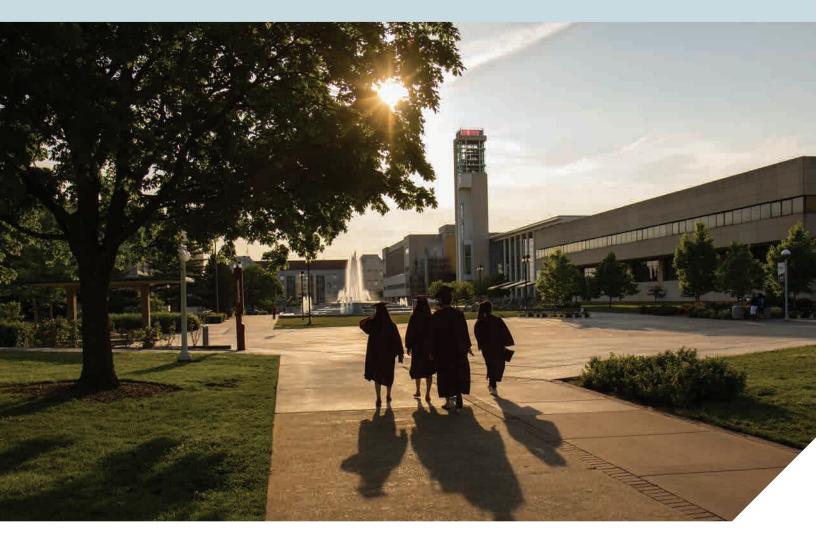
Funding for the next five years will be a delicate balancing act for Missouri State. There are a multitude of factors to consider and several seemingly contradictory principles to resolve. The ultimate goal is to provide the resources for an excellent educational experience, while maintaining a competitive price for students.

Like most public universities, an increasing percentage of Missouri State's new revenue will come from tuition and fees, with state appropriations remaining substantial – about $87 million in operating funds for the Missouri State system in 2015-16 – but increasing only at the rate of inflation. Given all factors in Missouri, including state law on tuition increases and legislative priorities, the greatest potential for additional funding for Missouri State is through enhanced student revenue.

Even so, alternative sources of revenue will become increasingly important. They include grants and contracts, proceeds from intellectual property, private support through the Missouri State Foundation and a wide variety of operational efficiencies, regular and strategic reallocation, and/or new sources of revenue. There will be special emphasis on growing private fundraising to the Foundation and the Foundation's endowment.

THE NEED TO INSTILL CONFIDENCE

In recent years, the frequency and volume of the discussion about the value of a college degree has increased. Specifically, some question the return students and families are getting on their ever-increasing investment. But the discussion does not end there.

There also are differing views whether a college education is a *private good*, a *public good* or *both*. For the individuals and their families, research shows those with at least a bachelor's degree enjoy significantly higher lifetime earnings, higher job satisfaction, better benefits and higher pensions, lower unemployment rates and better health, to name just a few advantages. In addition to developing an advanced-level workforce, a more college-educated citizenry produces lower rates of incarceration, more tax revenue without increasing tax rates, lower unemployment, less dependence on public assistance, and more volunteering and voting.

To sustain or increase funding of all types, Missouri State must help instill greater confidence in the value of higher education among decision-makers, donors, funding agencies and the general public.

HISTORY OF STATE FUNDING

Over the past 25 years, no Missouri university has grown and developed more than Missouri State. Selective admission was instituted in the early 1990s, the statewide mission in public affairs was approved in 1995, the number of graduate programs tripled and the number of graduate students doubled in that time, the name was changed in 2005, several additional professional doctorates have been added since 2005, the amount of research and scholarly activity has expanded significantly, and total headcount enrollment on the Springfield campus has grown from 19,523 in the fall of 1990 to 22,834 in the fall of 2015, an increase of nearly 17 percent.

Despite Missouri State's maturation into a comprehensive university, the state of Missouri's funding model has been a "base-plus" model since the late 1970s. This model means base budgets were essentially set in the mid-1970s and today's funds are largely allocated across-the-board with little or no consideration for enrollment or array of academic offerings.

Finally, in the early 2000s, the Missouri General Assembly placed a limit on the amount tuition and fees could be increased in any one year for in-state undergraduate students, statutorily limiting tuition and fee increases to no more than the rate of inflation without requesting and receiving a waiver approved by the Coordinating Board for Higher Education.

While a new statewide public higher education funding formula has now been developed that accounts for size, level of programs, graduate programs and other factors that will benefit Missouri State, it will take several years for it to impact the university's budget in a substantial way.

BALANCING CONTRADICTORY GOALS

On one hand, Missouri State intends to maintain its position as a high-quality educational option offered at a competitive price. Being affordable has been a guiding principle for the institution since its founding. Keeping the cost affordable allows maximum access to all students who qualify academically and desire a college education. In addition, it helps minimize loan debt for students, a growing concern at all levels of government.

On the other hand, the university is committed to providing an excellent educational experience for students. That requires attracting, retaining and appropriately compensating faculty and staff, and providing the facilities, technology and other infrastructure support required for a 21st century higher education.

STRATEGIC PRIORITIES

- Continue to offer a high quality education at a competitive price.
- Seek to ensure the long-term financial vitality of the university.
- Demonstrate responsible stewardship with respect to human capital (faculty, staff and students), university operations and capital maintenance.
- Advocate for equitable state funding consistent with Missouri State University's size, mission and scope.
- Allocate resources as appropriate to fund the core mission.
- Continue to grow the endowment in the Missouri State University Foundation.

UNIVERSITY GOALS

- Maintain strategic growth in enrollment while increasing retention and graduation rates.
- Improve total employee compensation (salary and all benefits).
- Identify and support alternative funding sources appropriate to the mission, such as program delivery for specialized groups and intellectual property development.
- Invest strategically in activities that raise the profile of the university.

PERFORMANCE INDICATORS

- **Faculty/staff**
- **Sustainability and financial efficiency**
- **Funding**

For additional information, please see pages 20-23.

State Performance Funding Measures *(As reported through Fiscal Year 2017)*

STUDENT SUCCESS AND PROGRESS – Freshman completing 24 credit hours his/her first academic year	**FINANCIAL RESPONSIBILITY AND EFFICIENCY –** Percent of total education and general expenditures on core mission
INCREASED DEGREE ATTAINMENT – Six-year undergraduate graduation rate	**STUDENTS GRADUATING IN STEM, HEALTH CARE AND OTHER CRITICAL DISCIPLINES NEEDED FOR MISSOURI'S WORKFORCE**
QUALITY OF STUDENT LEARNING – Professional/occupational licensure	**GRADUATE PLACEMENT OF UNDERGRADUATE STUDENTS –** Percent of undergraduate students in jobs or continuing to graduate/professional school

Other Performance Indicators

	Academic Profile	Student Experience	Diversity and inclusion	Globalization	Infrastructure	Funding
ENROLLMENT	■ Graduate, undergraduate; pre-college/dual enrollment; China campus (lower division/upper division) ■ Annual credit hours by modality – traditional, online, blended, i-Course ■ International student ■ Diversity ■ First generation, residency ■ High impact education experiences	■ Diversity ■ High impact education experiences	■ Diversity ■ First generation, residency	■ Graduate, undergraduate; pre-college/dual enrollment; China campus (lower division/upper division) ■ International student ■ Diversity ■ Residency ■ High impact education experiences		
STUDENT SUCCESS	■ Freshman completing 24 credit hours in first year* ■ Retention rate of freshman to sophomore* ■ High impact education experiences ■ Six-year undergraduate cohort graduation rate*	■ Freshman completing 24 credit hours in first year* ■ Retention rate of freshman to sophomore* ■ Knowledge rate on placement of graduates (UG)* ■ Percent of undergraduates in jobs or graduate/professional school* ■ High impact education experiences ■ Six-year undergraduate cohort graduation rate* ■ Retention rate of first-year graduate students to second-year (or completed) ■ Four-year graduation rate for graduate students	■ Retention rate of freshman to sophomore* ■ Six-year undergraduate cohort graduation rate* ■ Retention rate of first-year graduate students to second-year (or completed) ■ Four-year graduation rate for graduate students	■ Retention rate of freshman to sophomore* ☐ Residency ☐ Ethnicity ■ Faculty making international presentations, participating in international meetings or doing research in international settings ■ Faculty leadership – study away or exploratory trips ■ Six-year undergraduate cohort graduation rate* ■ Four-year graduation rate for graduate students		
QUALITY OF STUDENT LEARNING	■ Student scores on the Public Affairs Scale for the senior exit exam ■ Evaluation of student work samples on the Public Affairs Assessment process	■ Student scores on the Public Affairs Scale for the senior exit exam ■ Evaluation of student work samples on the Public Affairs Assessment process ■ Comparison to peer institution in major areas ☐ Academic challenge ☐ Experiences with faculty ☐ Campus environment	■ Student scores on the Public Affairs Scale for the senior exit exam ■ Evaluation of student work samples on the Public Affairs Assessment process ■ Student expectation and satisfaction – National Survey of Student Engagement	■ Student scores on the Public Affairs Scale for the senior exit exam ■ Evaluation of student work samples on the Public Affairs Assessment process		
GRADUATE OUTCOMES	■ Students graduating in STEM, health care and other critical disciplines needed for Missouri's workforce* ■ Professional or occupational licensure* ■ Knowledge rate on placement of graduates (UG)* ■ Percent of undergraduates in jobs or graduate/professional school*	■ Students graduating in STEM, health care and other critical disciplines needed for Missouri's workforce* ■ Professional or occupational licensure* ■ Knowledge rate on placement of graduates (UG)* ■ Average known student indebtedness at graduation ■ Sustainability and financial efficiency ■ Scholarships				

* State Performance Funding Measure

Other Performance Indicators *(continued)*

	Academic Profile	Student Experience	Diversity and inclusion	Globalization	Infrastructure	Funding
FACULTY/STAFF	■ Student/faculty ratio ■ Number and categories of faculty by rank ■ Faculty salaries with comparison to national norms ■ Diversity ■ Salaries of faculty, per course and staff with a comparison to national and regional data ■ Faculty scholarship ☐ Publications (books, book chapters, journal articles), performances, exhibits ☐ Faculty contributing to one or more of the scholarship categories ☐ Faculty making international presentations ☐ Faculty submitting grants		■ Number and categories of faculty by rank ■ Diversity ■ New hires	■ Diversity ■ Faculty scholarship ☐ Faculty making international presentations ☐ Faculty leading study abroad experiences for students or developing these opportunities		■ Faculty salaries with comparison to national norms ■ Salaries of faculty, per course and staff with a comparison to national and regional data ☐ Faculty scholarship ☐ Faculty submitting grants
SUSTAINABILITY AND FINANCIAL EFFICIENCY					■ Percent of total education and general expenditures on core mission ■ Percent of total education and general funding distributed to function beyond the core mission of teaching, research and service ■ Facilities expansion and sustainability ☐ AASHE Star Rating and associated evidence ☐ Energy Use Index ☐ Calculated facilities square footage per full-time equivalent (FTE) student	■ Percent of total education and general expenditures on core mission ■ Percent of total education and general funding distributed to function beyond the core mission of teaching, research and service ■ Facilities expansion and sustainability ☐ AASHE Star Rating and associated evidence ☐ Energy Use Index ☐ Calculated facilities square footage per full-time equivalent (FTE) student
FUNDING		■ Cost of attendance for students ☐ Basic tuition and fees			■ Percentage distribution of total education and general expenditures to the core mission of teaching, research and service ■ External grants and contracts ☐ Total award dollars received ☐ Grant/contract applications submitted ☐ Faculty and staff applying for external funding ■ Cost of attendance for students ☐ Basic tuition and fees ■ Current year contributions made to the university Foundation	■ Percentage distribution of total education and general expenditures to the core mission of teaching, research and service ■ External grants and contracts ☐ Total award dollars received ☐ Grant/contract applications submitted ☐ Faculty and staff applying for external funding ■ Cost of attendance for students ☐ Basic tuition and fees ■ Current year contributions made to the university Foundation ■ Scholarships ☐ Number of university scholarships funded and awarded ☐ Number of Foundation scholarships funded and awarded ☐ Number of students receiving scholarships ☐ Total scholarship expenditures from university, both available and awarded ☐ Total scholarship expenditures from Foundation, both available and awarded

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