

Strategic Plan Implementation “Strategic Initiatives Forum”

December 1, 2025

West Plains HLC visit – they really emphasize strategic planning process; good news for us; more updates on this at the December Board meeting

Need to reach out about Staff Senate access to Strategic Planning software... maybe we can do this directly via the website?

Goal 1: Clarendo

Academic Opportunities and Innovation

Connecting curriculum, careers, outcomes – Dr. Kelly Rapp + Dr. Brett Garland

- Committee is investigating MoState’s gen ed curriculum, comparing w/ group of CUSA institutions; lots of other institutions are revising, often shortening theirs; our gen-ed curriculum is on the high-end side for credit hours
- Looking into aligning curriculum with workforce demands, looking at Chamber of Commerce, other workforce groups; working on putting together a regional employer survey
- Working on more effectively collecting data from/about graduates to see what they’re doing – Lightcast Embark survey is a possibility
- Found other vendors that could help students forecast career outcomes

Interdisciplinary programs

- Compiling what MoState offers currently, benchmarking with other institutions, upcoming forum on research doctorate planning (public) next week (Dec 8th, 4-5:30pm), starting a “research week”
- Establishing a university entity to champion and encourage interdisciplinary work
- Building the structure and getting programs online is a challenge, as is meeting the enthusiasm
- Will reach out to advising staff for input over the next few months

Increase equitable access – Nancy Gordon,

- Looking at launching 10 new online programs, trying to implement more OER, cataloging current online options
- Surveys upcoming for students and faculty
- Possibly piloting an incentive program for faculty to do a self-assessment on online programs, etc. to develop online education champions

Foster increased research productivity

- Good timing b/c of desired move to R2 Carnegie classification
- Initiatives include looking at current research culture and possible improvements on how to measure research efforts and their impact, starting a PhD Speakers Series and committee on building infrastructure
- Others (Grad College, Provost's Office, Faculty Senate) need to weigh in on many of the issues on what the goals are, what's considered research, etc.

Elevate MoState's National Profile in Teaching and Research

- Enhancing online education – reviewing programs, Brightspace LMS, data on online experience
- Variety of other points under this goal covered in the slides
- Inaugural research doctorate is launching soon – Doctor of Defense and Strategic Studies

Goal 2 – Community Partnerships and Economic Development

Experiential Learning

- Finalized definitions of experiential learning, high impact educational experiences, and service learning (available on their website for others to refer to)
- Starting experiential learning project grants, funded through the provost's office, submission deadline is Friday 12/12
- \$50k direct-to-student funding

Share Talent

- Sharing models for good programs, information, etc. within university stakeholders; sharing what we're doing w/ the community
- Pres. Williams has begun "employer outreach road shows" marketing what we're doing w/ employers and hearing back from them
- Handshake for student employer (via Career Center) being set up as one stop for student employment opportunities

University Expertise Database

- Inventory process is underway, assessing baseline of university expertise – expert directory (faculty, instructors, and staff), university tech and lab registry (infrastructure), university centers and institutes (research and innovation)

Technology Commercialization and Entrepreneurship

- Working to formalize an “innovation institute” to encourage interdisciplinary collaboration, long-term feasibility; starting a speaker series to increase momentum and visibility; building a faculty fellows program; integrating w/ the campus and community by opening up JVIC and eFactory; focusing on mapping existing resources and engagement

Goal 3 – Institution of Choice

Leadership and Talent Retention

- Added additional faculty representation to this
- Working on cataloging and assessing professional development being done across campus
- Trying to consolidate some surveys w/ other groups, but plans to survey early next year about what PD is being done
- Working on streamlining processes and eliminating barriers to PD opportunities

Develop a SEM plan

- Implementing Edvisorly (transcript evaluation, etc.); contract signed last month, initially working on ipeds reporting requirements; other tech being integrated into the admissions process (CollegeVine AI recruiter); have written a draft Strategic Enrollment Plan, working on building KPIs and strategies for this... seems like it will be shared with Board in December and with rest of campus in January

Achieve Meaningful Gains in Student and Employee Satisfaction

- No data on slides!
- Doing the Great Colleges to Work For survey w/ Modern Think, looking at surveys that already exist, working w/ institutional effectiveness
- Committee has determined what they want for the Great Colleges survey – where did they land?
- Still very concerned about this group

Culture of Connection, Recognition, and Purpose

- Also working with the Great Colleges survey to determine what to celebrate

Leader in Student Access and Success

- Working on metrics and benchmarks w/ other institutions

Goal 4 – Student and Alumni Experience

Promote Proactive Student Support

- Working on standardizing customer service training – what are we doing, what other opportunities are there?; have compiled a list of surveys we are already doing

Advancement

- Details on strategies and tactics, working on un-siloing (w/ alumni, foundation, etc.)
- Did a review of annual giving campaigns
- Lots of internal review – focus on collaboration, onboarding, etc.
- Outreach to colleges, VPs, West Plains, and others about collaborating, building on private gift support, etc. All will have met before holiday break and regular meetings will continue moving forward

Increase participation in campus events and organizations

- Establishing a baseline list of large-scale university events and simultaneously looking at defining this (how many students, who is the target audience, how are things marketed, etc.) and who needs to be involved in these events
- Working to maximize usage of BearLink and integrating this w/ the university calendar, event meeting services, etc. Working on bringing things together.

Achieve Competitive Excellence in CUSA

- Enhance NIL – working on adding a position on this to work transfer portal, etc.; “high achievers” students (about 20) are receiving training about how to build and grow their brand;
- CUSA is requiring \$8.25 million in revenue sharing over 3 years; looking at ways to gather these funds
- Working on an athletics strategic plan, a program for data-driven ticket sales
- Working on determining academic benchmarks for student athletes

Goal 5 – Branding and Identity

Refresh the Brand

- Will select an agency for helping w/ this by end of December, work beginning in January w/ work completed by end of May
- Doing a “brand refinement” for interim – this should be communicated out to campus in January – in order to tighten up the brand during the refresh process

Amp up fans and spirit

- Setting up watch parties, reward incentives (particularly for student attendance), lighting and special effects
- Watch parties – Men’s basketball at Xavier (aired on TNT), location TBA (somewhere near campus); Bowl game watch party, likely at Big Shots

Centralize and Connect Brand Stories

- Looking at events that may be redundant/overlapping; best practices in university storytelling, inventory of what is being done

Bring the Community In, Send the Campus Out

- Met with MarCom about BearWear Friday campaigns, both on campus and with community partners

Issues raised about surveys being sent out with low response rate, return data not being used, etc.

Timeline on setting and presenting benchmark peers – January 27, and aspirational peers February 7; they will have office hours set to talk through these – selection is based on broad characteristics