



Strategic Initiatives Forum

OVERVIEW OF IMPLEMENTATION PLANS &
PROGRESS TO DATE

October 15, 2025



Goal 1

ACADEMIC OPPORTUNITIES & INNOVATION

Clarenda Phillips



Implementation Plan

CONNECT CURRICULUM TO CAREERS AND OUTCOMES

- Key Tasks:
 - Evaluate strategies and integration of transferable skills/career readiness competencies across GE curricula
 - Identify relevant transferable skills/career readiness competencies
 - Map competencies across the entire curriculum
 - Improve first-destination data collection and utilization (funded)
- Benchmarks for Success:
 - Report with recommendations for GE curriculum
 - List of in-demand transferable/marketable skills
 - University adoption of one first-destination survey



Implementation Plan

PROMOTE INTERDISCIPLINARY CURRICULUM, PROGRAMMING, AND SCHOLARSHIP

- Key Tasks:
 - Review existing Interdisciplinary Programs and benchmark with other universities
 - Conduct campus forums
 - Establish a Community of Practice for Methodology/Research/Inquiry Instructors
 - Collaborate with Increase Research Productivity Work Group
- Benchmarks for Success:
 - Report with recommendations on governance, credit allocation, and cross-departmental collaboration, etc.
 - Growth in interdisciplinary programming and grant writing
 - Establish a University entity to champion and encourage interdisciplinarity



Implementation Plan

INCREASE EQUITABLE ACCESS

- Key Tasks:
 - Identify high-demand and/or niche online programs
 - Establish competitive grant program for development of new high-demand online programs
 - Implement a quality improvement program for online courses (funded)
 - Review current online programs and increase adoption of OER
- Benchmarks for Success:
 - Call for grant applications to develop high-demand online programs
 - Percentage of faculty completing QM self-review
 - Review of course availability and success metrics of current online programs
 - Improve organizational staffing and infrastructure



Implementation Plan

FOSTER INCREASED RESEARCH PRODUCTIVITY

- Key Tasks:
 - Conduct a university consultation on research doctorates (funded)
 - Identify the infrastructure needed to support R2 research
 - Tracking mechanism for scholarly activity
 - Promote R2 aspiration
- Benchmarks for Success:
 - Report with recommendations for 2-3 priority doctoral areas
 - Peer benchmarking summary with gap analysis on infrastructure needs
 - Research dashboard



Goal 2



COMMUNITY PARTNERSHIPS AND ECONOMIC DEVELOPMENT

Brad Bodenhausen



Goals 1 and 2 Concept Map

MODERN ANCHOR INSTITUTION – USING “OUTSIDE-IN” THINKING

What is the value we produce as a Public Affairs University?

- Advance **social and economic mobility** for all students – newly clarified in updated Mission Statement.
- Help build a **talent pipeline** for employers – through responsive curriculum and experiential learning.
- **Solve real-world problems** impacting community, government, and businesses – through applied research, innovation, and service.
- Bolster the **economic vitality** of our city, region, and state



Implementation Plan

EXPERIENTIAL LEARNING (PRIORITY STRATEGY – SHARED WITH GOAL 1)

- Key Tasks:
 - Definition and Data Collection
 - Student Communications and Assessments
 - Faculty proposals for new Experiential Learning programs (funded)
 - Direct-to-student funding to increase participation (funded)
- Benchmarks for Success:
 - Definition complete / baselines set for student awareness and participation



Implementation Plan

SHARE TALENT

- Key Tasks:
 - Business and Community partner outreach (President’s “Road Shows”)
 - Introduce Strategic Plan / Listen, Learn, and Prepare to Respond
 - Provide technical business support services
 - Deliver talent development and training
- Benchmarks for Success:
 - First wave of Road Shows completed / meet efactory goals for business support and professional development training delivery



Implementation Plan

SHARE UNIVERSITY EXPERTISE (APPLIED RESEARCH AND INNOVATION)

- Key Tasks:
 - Definitions and Data Collection
 - Improve organization, internal coordination, and messaging of external-facing University Centers and Institutes
 - Build database to identify University expertise and track external partnerships
- Benchmarks for Success:
 - Definitions completed / organization and structure of database determined



Implementation Plan

SUPPORT ENTREPRENEURSHIP AND INNOVATION

- Key Tasks:
 - Explore feasibility of interdisciplinary “Entrepreneurship and Innovation Institute”
 - Initiate Speaker Series and Faculty Fellows program
 - Convene Advisory Council to guide community and economic development partnerships (role will span all Goal 2 efforts to provide framework for internal communication and collaboration in responding to community/employer needs)
- Benchmarks for Success:
 - Determination on feasibility of Entrepreneurship and Innovation Institute / establishment of Advisory Council



Implementation Plan

ASSESS AND IMPROVE STAFFING STRUCTURE

- Key Tasks:
 - This task will be a Year 2 emphasis because any consideration of staffing structure changes should align with the definitions, data collection, and strategy refinement that are Year 1 priorities across this goal area.
- Benchmarks for Success:
 - Completion of necessary data collection, definitions, and strategic direction (across all strategies of Goal 2) to proceed with structural considerations.



Goal 3

INSTITUTION OF CHOICE FOR STUDENTS AND EMPLOYEES

Matt Morris & Dawn Medley



Implementation Plan

INVEST IN LEADERSHIP DEVELOPMENT AND TALENT RETENTION

- Key Tasks:
 - Develop a unified assessment of professional development (PD) offerings and approval processes.
 - Develop and administer a coordinated, campuswide survey to include a focus on professional development needs, satisfaction, and barriers.
 - Create a transparent process to share survey results and action steps while identifying preferred communication methods across campus.
- Benchmarks for Success:
 - Completed inventory of PD programs and consistent approval processes established across colleges and departments.
 - Actionable data analyzed to identify PD needs and guide future programming and resources.
 - Leadership communicates key findings and 2–3 action steps each cycle to promote transparency and accountability.



Implementation Plan

ACHIEVE MEANINGFUL GAINS IN STUDENT AND EMPLOYEE SATISFACTION

- Key Tasks for 2025-2026 Academic Year:
 - Measure & improve student satisfaction – Launch RNL Survey
 - Measure & improve employee satisfaction – Launch ModernThink Survey
 - Strengthen Shared Governance
- Benchmarks for Success:
 - Success under this strategy will be measured through increased participation and recognition in the Ruffalo Noel Levitz and Modern Think surveys, transparent sharing of results, and demonstrated accountability through actions taken in response to feedback. Strengthened collaboration, shared responsibility, and meaningful opportunities for faculty, staff, and students to contribute to institutional decision-making will further reflect progress toward improved satisfaction and engagement across campus.



Implementation Plan

DESIGN A CULTURE OF CONNECTION, RECOGNITION AND PURPOSE

- Key Tasks for 2025-2026 Academic Year:
 - Recognize and celebrate areas where Modern Think survey scores improve to reinforce positive change
 - Expand structured opportunities for faculty and staff participation in campus and community events (e.g., Welcome Weekend, Homecoming, athletics, Convocation, Commencement)
- Benchmarks for Success:
 - Increased campus awareness of the outcomes of the Modern Think survey
 - Increased levels of employee awareness of and engagement in campus events.



Implementation Plan

POSITION MSU AS A LEADER IN STUDENT ACCESS AND SUCCESS

- Key Tasks for 2025-2026 Academic Year:
 - Understand MSU's current classification for student access and earnings and share that information with the university community
 - Identify similarly situated Opportunity Colleges and Universities (Higher Access, Higher Earnings) and review their best practices for possible future actions
 - Explore opportunity areas to elevate MSU's access and earning ratios based on review of current programs and/or best practices of Opportunity College and Universities
- Benchmarks for Success:
 - MSU's current classification and the factors are shared with faculty, staff, and students
 - Best practices have been reviewed for consideration



Goal 3*

ELEVATE MISSOURI STATE'S NATIONAL PROFILE IN TEACHING AND RESEARCH

- *Transfer to Goal 1: Academic Opportunities & Innovation pending approval by Oversight Team



Implementation Plan

ENHANCE ONLINE EDUCATION

- **Key Tasks:**

- Improve standardization of Brightspace use for a more consistent student experience.
- Establish “Brightspace Blackbelts” in each college for assistance and mentoring with Brightspace course design.

- **Benchmarks for Success:**

- Establish a Brightspace contact within each college.
- Have multiple faculty participants annually and from each college.



Implementation Plan

INCENTIVIZE AND PROMOTE EFFECTIVE TEACHING AND PROGRAMS

- **Key Tasks:**

- Catalogue funding availability for teaching innovation initiatives.
- Catalogue outlets for promotion of teaching success stories across campus.
- Expand existing offerings of both the above.
- Analyze and leverage historic university strengths using available data.

- **Benchmarks for Success:**

- Develop a comprehensive list of available funding & professional development opportunities to share with all faculty.
- Achieve a record of support for awareness and use of funding and PD opportunities incl. participants from each college.
- Ensure that each college has a tool for collecting and sharing stories of teaching and program success.



Implementation Plan

PROMOTE STRENGTHS OF ACCREDITED PROGRAMS

- **Key Tasks:**

- Identify programs eligible for external accreditation and likely benefits of achieving accreditation.
- Identify competitive advantages of existing external program accreditations.

- **Benchmarks for Success:**

- Complete Program Accreditations list on university website.
- Include examples of five accredited program strengths in marketing and promotion materials annually.



Implementation Plan

BOOST RESEARCH STATUS OF MSU, INCLUDING THROUGH THE ADDITION OF NEW PHD PROGRAMS

- **Key Tasks:**

- Assist university in the establishment of research doctorate degrees.
- Use peer & aspirational institution lists to determine library needs at the R2 level.

- **Benchmarks for Success:**

- Assist with successful launch of MSU's first PhD program with two more in preparation by 2030.
- Accomplish a needs assessment and priority list for campus libraries to enhance scholarly production.



Goal 3*

ACHIEVE COMPETITIVE EXCELLENCE IN CONFERENCE USA

- *Transfer to Goal 4: Student & Alumni Experience pending approval by Oversight Team



Implementation Plan

POSITION TOP REVENUE GENERATION SPORT TEAMS FOR SUCCESS (M. BASKETBALL, W. BASKETBALL AND FOOTBALL)

- Key Tasks:
 - Continue to seek external funding sources to assist with **capital improvements**.
 - Invest in analytics and technology to **increase fan engagement and ticket sales**.
 - **Maximize scholarships** for football, Men's basketball and Women's basketball.
- Benchmarks for Success:
 - Secure new major gifts, retain at least 80% of existing donors, complete athletics football master plan and renderings to aid in fundraising efforts.
 - Increase ticket sales by 5% in our 5 revenue sports. (football, men's and women's basketball, volleyball, and baseball)
 - Increase funding by 4% that goes toward scholarships for football, men's basketball and women's basketball through endowed scholarship, university support, and private donations.



Implementation Plan

ENHANCE NAME, IMAGE AND LIKENESS (NIL) OPPORTUNITIES AND TRANSFER PORTAL STRATEGIES

- Key Tasks:

- Develop a dedicated support program- **create a general manager position.**
- Continue to offer a platform for student athletes to **enhance their NIL brand** especially to our partners.
- **Assign a staff member dedicated** to monitoring the transfer portal and build relationships with prospective student athletes.
- Develop a plan for transfers that **highlights program culture and NIL success.**
- Work with the foundation and alumni to **support NIL funding and facilitate student athlete opportunities.**

- Benchmarks for Success:

- Continue to add opportunities for education related to NIL to support opportunities for student athletes.
- Create a job description for a general manager position so when funding is available a plan is in place.
- Increase student participation in Opendorse, Influencer.
- Retain 90% of student athletes.
- Create marketing materials showing sport program values, NIL stories, support services offered.
- Increase number of partners/ increase NIL deals and track the number of deals made.



Implementation Plan

PROMOTE STUDENT ATHLETE ACADEMIC ACHIEVEMENT

- Key Tasks:
 - **Strengthen academic support services** for student athletes.
 - **Monitor academic performance targets**, aiming to exceed the CUSA averages.
- Benchmarks for Success:
 - Determine what the CUSA averages are for GSR (graduation success rates), FGR (Federal graduation rates) and APR(Academic progress rate) and set benchmarks for each.
 - Continue to maintain or exceed cumulative team GPA's each semester.
 - Increase the number of student athletes receiving academic and or conference awards by 5% over the next 5 years.
 - Continue to support academic services for student athletes. (tutors, writing center, etc.)
 - Ensure seniors and graduate student athletes are enrolled in a major aligned with their career goals. Track post grad careers.



Implementation Plan

IMPLEMENT THE INCOLLEGIATE ATHLETIC STRATEGIC PLAN

- Key Tasks:
 - Roll out recently revised intercollegiate **Athletics Strategic Plan**. Focusing on infrastructure improvements, fundraising and community engagement and enhance training facilities.
 - **Regularly review and adjust the plan** to respond to competitive challenges and opportunities.
- Benchmarks for Success:
 - Distribute plan to athletes, staff, coaches and university leadership as it gets updated.
 - Develop a master plan for the football facilities.
 - Continue to have teams and coaches engage with the community at various events throughout the year. Track number of hours to establish baseline.
 - Review Athletic Strategic Plan annually with senior staff, to evaluate progress, identify hurdles and update plan as needed.



Implementation Plan

DEVELOP A SEM PLAN

- Implement Edvisorly – pending funding approval
 - Planning and approval: Complete procurement process, InfoSec review, and form implementation team.
 - System integration
 - Phase I: Integrate high school transcripts data to ensure IPEDS reporting accuracy.
 - Phase II: Incorporate college transcript data to automate transfer credit evaluation.
 - Training and change management: Train staff on platform use and update related policies and procedures.
- Benchmarks for Success:
 - Maintain IPEDS compliance. Achieve measurable gains in efficiency and transfer student enrollment.



Implementation Plan

DEVELOP A SEM PLAN (CONTINUED)

- Create a unified understanding of what a recruitment and SEM plan should include:
 - Develop clear campus-wide messaging explaining how recruitment and retention connect with SEM.
 - Develop talking points and consistent messaging linking recruitment, retention, and revenue.
 - Host open forums and learning sessions to present recruitment-retention-revenue model.
- Benchmarks for Success:
 - Campus participation in forums and clear integration of recruitment, retention, and student success strategies reflected in departmental plans and improved retention outcomes.



Implementation Plan

DEVELOP A SEM PLAN (CONTINUED)

- Implement CollegeVine AI Recruiter
 - Planning and approval – Complete procurement process, InfoSec review, and form implementation team.
 - Integrate AI Recruiter with Slate to deploy chat bot on University website.
 - Create and distribute internal communication plan for staff.
 - Establish baseline metrics, monitor engagement and student satisfaction, and use ongoing feedback to refine AI performance and responsiveness.
- Benchmarks for Success:
 - Achieve 24/7 student support answering common questions, resolving most inquiries quickly, resulting in higher application completion, FAFSA submissions, and enrollment growth.



Implementation Plan

DEVELOP A SEM PLAN (CONTINUED)

- Redesign of junior/senior communication plan
 - Coordinate with “Refresh the Brand” strategy workgroup to align with upcoming branding efforts.
 - Engage with CollegeVine’s AI Recruiter to design AI-driven, drip-style communication flows using Slate and CollegeVine integration.
 - Track engagement metrics – open/click rates, response rates, inquiry-to-application conversion
- Benchmarks for Success:
 - A redesigned communication plan with automated workflows boosting engagement and efficiency, increased inquiry-to-application conversions, and more personal, brand aligned communications.



Implementation Plan

DEVELOP A SEM PLAN (CONTINUED)

- Promote creation and adoption of Open Educational Resources (OER)
Funding not approved – will pursue next cycle
 - Establish program structure and design grant program.
 - Create training modules or workshops to support creation of OER.
 - Market program to Deans, AULs, and faculty.
 - Award grants and showcase recipients.
- Benchmarks for Success:
 - Significant faculty engagement, reduced student debt, higher retention and lower DFW rates in courses adopting OER.



Goal 4

STUDENT AND ALUMNI EXPERIENCE

Dee Siscoe & Brent Dunn



Implementation Plan

PROMOTE PROACTIVE STUDENT SUPPORT

- Key Tasks:
 - Use data to improve the student experience
- Benchmarks for Success:
 - Catalog what student surveys and student data points MSU already has in place.
 - Research and explore utilization of the RNL Student Satisfaction survey. Funding was received from the Strategic Planning process to be able to implement this project.



Implementation Plan

INCREASE ALUMNI ENGAGEMENT

- Key Tasks:
 - Implement the University Advancement Strategic Plan & Increase Alumni Engagement.
 - Evaluate the annual giving programs and implement improvements to strengthen those programs.
 - Start a podcast highlighting successful donors and alums.
- Benchmarks for Success:
 - A separate document will be produced each quarter to provide updates on each goal in the three areas: Identity Goals, Engagement Goals and Destiny Goals.
 - Within each goal are tactics.
 - These quarterly reports will also be reported to the Missouri State Foundation Board of Trustees.



Implementation Plan

INCREASE PARTICIPATION IN CAMPUS EVENTS AND ORGANIZATIONS

- Key Tasks:
 - Create a streamline communication channel for student organizations and events
- Benchmarks for Success:
 - Review Assessment Data, Stats and Surveys.
 - Provide training for student organizations, staff and academic areas on how to effectively use BearLink.
 - Lunch & Learn Series in November
 - Utilize university digital media and social media campaigns to increase awareness around Bear Link.



Goal 5

BRANDING AND IDENTITY

Andrea Mostyn



Implementation Plan

REFRESH THE BRAND

- Key Tasks:
 - Phase 1: Conduct a comprehensive brand audit and mixed-method audience research, then translate findings into actionable insights that refine positioning and messaging and set the foundation for Phase 2.
 - Phase 2: Develop and test refreshed brand concepts (messaging, tone, design) with key audiences, then formalize the strongest into comprehensive brand guidelines that define voice, messaging and creative elements for consistent communications. (Unfunded)
- Benchmarks for Success:
 - Deliver a detailed research report and lead a stakeholder workshop to align leadership on priorities and next steps for brand evolution.



Implementation Plan

AMP UP FANS AND SPIRIT

- Key Tasks:
 - Research and explore utilization of a student rewards incentive program through the Athletics Mobile App.
 - Establish official watch party locations on campus and with community partners centered around key athletic moments.
 - Enhance and incorporate special effects elements at Plaster and GSB Arena.
- Benchmarks for Success:
 - Visible increase in fan activation at campus and community events.
 - Establishment for a clear rollout plan for rewards program and Bear Force One.
 - Host at least 4 official watch parties in FY26 with average attendance of 100+ fans.



Implementation Plan

CENTRALIZE AND CONNECT BRAND STORIES

- Key Tasks:
 - Complete inventories of story-lead sources, distribution points (including university-affiliated social media accounts), photo opportunities, spirit events and university content creators.
 - Identify tools or platforms for centralized storytelling.
- Benchmarks for Success:
 - Complete all inventories and research before June 30.



Implementation Plan

BRING THE COMMUNITY IN, SEND THE CAMPUS OUT

- Key Tasks:
 - Develop a list of MSU areas to target for meetings at efactory for next academic year that would highlight partnerships and community connections.
 - Research and explore processes and timelines to educate new and current faculty and staff about centralized partnerships hub.
 - Brainstorm BearWear options and other swag options that might elevate visibility of brand in community.
- Benchmarks for Success:
 - Increased awareness about the efactory being the centralized hub for campus partnerships.