Missouri State UNIVERSITY

2025-2030 Strategic Plan

STRATEGIC PLAN
INTERACTIVE WORKSHOP NO. 4
AGENDA

• Welcome	**President Biff Williams**
• Overview of Meeting & Process Update	**John Welty**
• Updated Values, Vision and Mission	**Ken Brown & Zora Mulligan**
• Proposed Goal Statements, Desired Outcomes, and Strategies	**Goal Work Group Co-Chairs**
• Small Group Discussions and Feedback	**John Welty**
• Report Out from Small Groups	**John Welty**
• Next Steps	**Ken Brown & Zora Mulligan**
• Closing Remarks	**President Biff Williams**

STRATEGIC PLANNING PROCESS

Goal

Facilitate process that
builds from areas of **strength, promise and opportunity** to create a Strategic Plan that will guide the future of Missouri State for the next 5 years.

ELEMENTS OF A STRATEGIC PLAN

What are the fundamental beliefs?

Looking into a crystal ball,

What is our ideal future?

Who are we?

What do we do?

Whom do we serve?

How are we different (Important)?

What do we have to do
to achieve the Mission
and move forward?

How will we know when
we have arrived?

Desired Outcomes (3-5)
What are we going to do to
achieve our Desired Outcomes?

Why? What? Examples

Core Values

Core Values

←

←

← Inside ⇆
Outside

STEPS AND TIMELINE

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1. Preparation	"Getting started"	August 2024
2. Interactive workshop	"Bringing everyone on board"	September 2024
3. Research	"Discovering the dots"	August / September 2024
4. Core Values, Vision, Mission, Goals, Strategic Position	"Connecting the dots"	September / October 2024
5. Desired Outcomes	"Establishing the targets"	November 2024 – February 2025
6. Strategies	"Charting the course"	February / March 2025
7. Complete Strategic Plan	"Beginning the journey"	April 2025
8. Implementation workshop	"Making it happen"	May 2025

APRIL 2025

Fourth Interactive Workshop to Share Strategies

APRIL 2025

REVIEWS BY APPROPRIATE INDIVIDUALS AND GROUPS (E.G.):

- FACULTY SENATE
- STAFF SENATE
- STUDENT GOVERNMENT ASSOCIATION
- ADMINISTRATIVE COUNCIL
- PRESIDENT

CELEBRATION!

Values, Vision, Mission

Values

PREAMBLE

As a vital component of our Public Affairs Mission, Missouri State University has long embraced ethical leadership, cultural competence, and community engagement as the three foundational pillars of our institutional identity. We reaffirm and elevate these enduring commitments by formally adopting them as our core university values.

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Values

ETHICAL LEADERSHIP

We value **ethical leadership** by making informed decisions and engaging with others through integrity and transparency to pursue our goals. As ethical leaders, we are citizen scholars who take action to contribute to the common good.

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Values

CULTURAL COMPETENCE

We value **cultural competence** by respecting and appreciating individuals for who they are. Together, we foster civil discourse, awareness, and action to create a culture of connection and mutual understanding.

Values

COMMUNITY ENGAGEMENT

We value **community engagement** by embracing our responsibility to act with courage and creativity to foster civic growth. We recognize the needs in the communities to which we belong, then contribute knowledge and work alongside the community to meet those needs.

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Values

We are committed to our Public Affairs Mission, enacting these values by cultivating civic virtues and strengthening the bonds that unite people.

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Vision

Missouri State will be the nation's leading public affairs university, delivering on our mission by cultivating civic responsibility and catalyzing social and economic mobility in Missouri and beyond.

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Mission

Missouri State University is a community of citizen scholars committed to Public Affairs. Our innovative teaching, research, and service create transformative experiences that benefit individuals and society.

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Goal Statements, Desired Outcomes, and Strategies

Academic Opportunities & Innovation

Goal Statement

ACADEMIC OPPORTUNITIES & INNOVATION

Advance academic excellence and innovation by embedding the public affairs mission across Missouri State's curriculum, promoting experiential, interdisciplinary, and relevant learning opportunities, and expanding equitable access to educational programs.

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Desired Outcomes

ACADEMIC OPPORTUNITIES & INNOVATION

By 2030…
Experiential: Increase the number of students engaged in experiential learning opportunities each semester by x%.
Interdisciplinary: All colleges will have developed administrative policies to incentivize interdisciplinary scholarship, programming, assignments, and/or curriculum.
Relevance: The institution will increase perceived relevance of the curriculum in part as measured by (a) first-to-second-year retention rates by at least X% and (b) increased retention from undergraduate to graduate programs by X%.

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Desired Outcomes
ACADEMIC OPPORTUNITIES & INNOVATION

By 2030…

Access: There will be an x% increase in equitable access (e.g., modality, affordability) to high-quality educational programs for all students (e.g., nontraditional).

Public Affairs: Integrate the public affairs mission into the curriculum beginning with first year courses and General Education.

Potential addition:

Research: Foster increased research productivity and complete a study of the feasibility and desirability of earning R2 designation and continue lobbying efforts to remove legal barriers.

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Strategies

ACADEMIC OPPORTUNITIES & INNOVATION

Strategies
Promote Experiential Learning
Incentivize and Promote Interdisciplinary Curriculum, Programming, and Scholarship
Clarify Relevance of Programs
Increase Equitable Access
Promote the Public Affairs Mission
Foster Increased Research Productivity

Goal Statement

COMMUNITY PARTNERSHIPS & ECONOMIC DEVELOPMENT

Advance a systematic, sustainable university-wide culture supporting our public affairs mission with intentional collaborations across university, industry, and community partnerships to connect real-world learning experiences for students and talent/expertise for employers and organizations.

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Desired Outcomes

COMMUNITY PARTNERSHIPS & ECONOMIC DEVELOPMENT

By 2026, establish an interdisciplinary committee of students, faculty, staff, and external stakeholders that initially defines meaningful participation, and that thereafter regularly reviews and prioritizes new opportunities.

By 2027, each of the six academic colleges will establish or expand a "model" community partnership or economic development program within one of their degree programs.

By 2030, launch 12 new academic projects focusing on community partnerships or economic development.

Increase faculty and staff participation in university-industry-community partnerships. By 2026, establish a system to collect data, establish a baseline, and set a goal. Achieve a meaningful increase by 2030.

Desired Outcomes

COMMUNITY PARTNERSHIPS & ECONOMIC DEVELOPMENT

By 2030, expand innovative/customized academic programs that meet public and private sector professional development needs through certificates, alternative credential courses, cohort programs, and continuing education credits. Develop system to track the number of new or redesigned programs and students enrolled in those programs. Use that data to set specific goals.

By 2030, ensure at least xx% of graduating students participate in a course with at least one of the following high-impact practices: (1) service learning, community-based learning, (2) internships, or (3) global learning.

By 2030, ensure at least xx% of graduating students participate in non-credit-bearing real-world learning experiences.

By 2028, serve 3,000 business through university initiatives.

Strategies

Strategies
Launch a university-wide initiative connecting to the public affairs mission – providing real-world / applied learning experiences for students and talent/expertise for employers and organizations
Support and accelerate technology commercialization and entrepreneurship.
Provide technical business support and talent development assistance to individuals, regional employers, and economic development organizations.
Assess current staffing structure and reporting and determine structural improvements.
Develop a database of university expertise.

Institution of Choice for Employees & Students

Goal Statement

INSTITUTION OF CHOICE FOR EMPLOYEES & STUDENTS

Missouri State University strives to be the institution of choice for students and employees.

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Desired Outcomes

INSTITUTION OF CHOICE FOR EMPLOYEES & STUDENTS

Enrollment Growth: By 2030, have at least 20,000 degree-seeking students and a total of 30,000 students at fall census.

Student Satisfaction: By 2026, initiate student satisfaction tracking through the Ruffalo Noel-Levitz (RNL) Student Satisfaction Inventory survey and achieve a statistically significant improvement in satisfaction by 2030.

Employee Satisfaction: By 2026, initiate employee satisfaction tracking through ModernThink's Great Colleges to Work For survey and achieve honor roll status by 2030.

Carnegie Classification: By 2025, review MSU's Carnegie Student Access and Earnings classification and achieve the highest classification by 2030.

Strategies

Strategies
Grow Student Enrollment
Measure and Improve Student Satisfaction
Measure and Improve Employee Satisfaction
Achieve highest Carnegie Student Access and Earnings classification

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Student & Alumni Experience

Goal Statement

Demonstrate the university's commitment to lifelong partnerships with students and alumni by developing community through initiatives to extend each person's sense of belonging and connection.

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Desired Outcomes

STUDENT & ALUMNI EXPERIENCE

By 2030…
Position Missouri State University within the top quartile of IPEDS retention rates among identified benchmark institutions.
Raise alumni participation in institutional giving by 4%, deepening alumni engagement.
Expand financial support by establishing 200 additional endowed funds for scholarships, faculty, and program development.
Significantly increase student involvement by xx% in university-recognized activities and events.

Desired Outcomes
STUDENT & ALUMNI EXPERIENCE

By 2030…
Increase post-graduation employment and continuing education rates. • By 2026, use newly collected data to establish a baseline and set a goal. • Achieve a meaningful increase by 2030.
Implement alumni mentoring and career guidance programs by college. • By 2026, create a system for tracking and implementation and set a goal. • Achieve a meaningful level of involvement in colleges by 2030.
Increase students' sense of feeling valued at Missouri State University. • By 2026, use survey data to establish baselines and set a goal. • Achieve a meaningful increase by 2030.
Increase students' sense of community at Missouri State University. • By 2026, use survey data to establish a baseline and use initial data to set a goal. • Achieve a meaningful increase by 2030.

Strategies
STUDENT & ALUMNI EXPERIENCE

Strategies
Championing Student Success
Improving Communications
Enhancing and Creating Traditions & Identity
Every Bear Everywhere: Improving Alumni Engagement and Support

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Branding & Identity

Goal Statement

BRANDING & IDENTITY

Energize every Bear to be Missouri State's biggest fan with branding that grows affinity with and promotes recognition of Missouri State University.

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Desired Outcomes
BRANDING & IDENTITY

Affinity: By 2026, establish a process for assessing brand sentiment and brand equity. By 2030, track positive growth aligning with the brand refresh.

Athletics/pride: By 2026, establish baseline athletics event attendance numbers after one year in the C-USA. Set event attendance growth goals for each year until 2030.

Institution of choice/Public Affairs: By 2030, increase satisfaction scores for faculty, staff and student respondents in the respective annual surveys.

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Desired Outcomes
BRANDING & IDENTITY

By 2030…
Academic opportunities: Increase digital engagement (earned, paid, social, etc.) year over year on the newly established centralized storytelling channel.
Community partnerships: Co-brand XX community partnerships with branding and identity support to elevate and celebrate our connections off campus.
Student and alumni experience: Each college participates in at least one university-branded alumni storytelling campaign per semester, reinforcing a shared narrative of Missouri State's impact.

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Strategies
BRANDING & IDENTITY

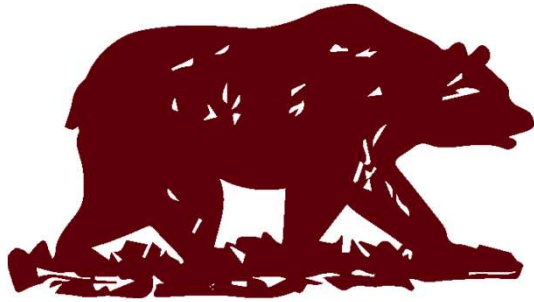| Strategies |
| --- |
| Brand refresh |
| Amp up fans and spirit |
| Centralize academic success stories |
| Bring the community in, send the campus out |
| Invite people to be where the bears are |
| Connect students and alumni through stories |

SMALL GROUP DISCUSSIONS

- Small Group Discussions
  - Select one person to facilitate and report out
  - Record thoughts on clarity and missing items
- Large Group Presentation
  - Recorder will report answers to questions
  - Questions and comments from the floor

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QUESTIONS

1. Are there any ideas or concepts in the strategies that are not clear?

2. What, if anything, is missing from the strategies?

3. Are there any other strategies that you think are more important to achieve the goal and desired outcomes that are not included?

4. Other comments

LARGE GROUP PRESENTATIONS

Responses are community feedback to the Strategic Planning Committee

NEXT STEPS

- Incorporate workshop feedback – April 15

- Name the Strategic Plan – April 8-15

- Writing team – April 23-30

- Board of Governors Presentation and Discussion – May 8

- Implementation workshop – May 27

- Board of Governors Approval – June 13

- Year 1 Annual plan

Additional Questions/Feedback:
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