



Igniting OPPORTUNITY

2025 – 30 STRATEGIC PLAN



Missouri State
UNIVERSITY

MESSAGE FROM THE PRESIDENT



Welcome to the future of Missouri State University! At the beginning of our strategic planning process, we set out with a bold and unified purpose—to create “our” plan. A plan shaped not by a single voice, but by the collective insight and passion of our faculty, staff, students, administration, alumni and community partners. Over the course of nearly a year, we engaged in thoughtful and rigorous work, conducting a comprehensive SWOT analysis, clarifying our shared values, envisioning a bold and inspiring future, and identifying five strategic goal areas that will propel Missouri State University forward.

Hundreds of individuals contributed their time, energy and expertise to this endeavor. The result of those efforts is “our” plan, **Igniting Opportunity** — Missouri State University’s Strategic Plan for 2025–2030.

Igniting Opportunity lays out ambitious yet attainable goals, strategies and measurable outcomes that will serve as a blueprint for our university’s growth over the next five years. This plan reflects who we are and who we aspire to become. It reaffirms our commitment to the public affairs mission by embracing an exciting new vision: “Missouri State will be the nation’s leading public affairs university, delivering on our mission by cultivating civic responsibility and igniting social and economic opportunity.”

At the heart of this plan are five key strategic areas:

- Academic Opportunity and Innovation
- Community Partnerships and Economic Development
- Institution of Choice for Students and Employees
- Student and Alumni Experience
- Branding and Identity

Each of these areas represents a crucial pillar of progress and possibility, and together, they form a roadmap that is as visionary as it is practical.

As you read through the pages of this plan, you will see that the future of Missouri State University is bright. Great things are ahead. By working together to bring this plan to life, we will ensure that we will *Ignite Opportunity* for our faculty, staff, students, administrators, alumni and our community, reminding us that every day is a great day to be a Bear.

Sincerely,



Richard B. Williams, Ph.D., ATC
President
Missouri State University



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.



VISION

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



VALUES

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.

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.

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.

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.

We are committed to our public affairs mission, enacting these values by cultivating civic virtues and strengthening the bonds that unite people.

GOAL ONE



Academic Opportunities and 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 access to high-quality educational programs.

DESIRED OUTCOMES

Enhanced student experiential learning opportunities

Connected curriculum to career success

Integrated public affairs-focused curricula

Increased interdisciplinary scholarship, programming, and curricula

Added new high-quality online programs

Earned R2 designation



GOAL TWO



Community Partnerships and Economic Development

Advance a systematic, sustainable, university-wide culture that supports our public affairs mission through intentional collaboration among university, industry and community partners connecting students' real-world learning with employers and organizations seeking talent and expertise.

DESIRED OUTCOMES

Strengthened university-
industry-community
partnerships

Increased high-impact
student educational
experiences

Expanded academic
college-based community
partnerships and projects

Customized public/private
professional development
programs

Enhanced curriculum-
based professional learning
experiences



GOAL THREE



Institution of Choice for Students and Employees

Position Missouri State University as the institution of choice for students and employees.

DESIRED OUTCOMES

Enrolled 30,000 students

Earned highest classification in Student Access and Earnings rankings

Attained “Great Colleges to Work For” Honor Roll status

Achieved distinct student satisfaction score



GOAL FOUR



Student and Alumni Experience

Build a culture of enduring engagement by connecting students and alumni to the university through shared experiences and meaningful community.

DESIRED OUTCOMES

Increased alumni giving to 6% and donor retention by 5%

Improved post-graduation employment rates

Strengthened students' sense of community

Established 200 new endowed funds

Doubled Bears Fund donors

Attained record-breaking athletic attendance

Elevated student participation in university events

Created alumni-based mentoring and career guidance program in each college



GOAL FIVE



Branding and Identity

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

DESIRED OUTCOMES

Built a strong, widely recognized brand identity and sentiment

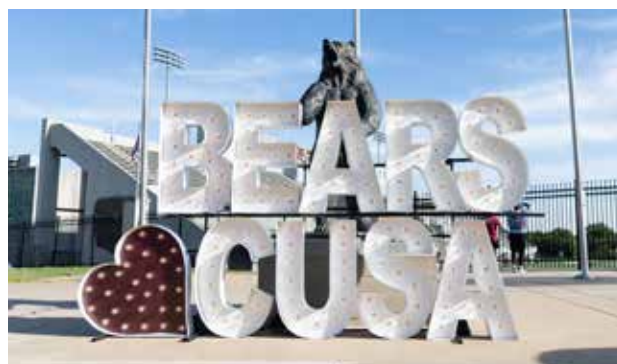
Participated in first Bowl Game

Increased digital engagement

Embedded public affairs mission across campus and culture and brand

Incorporated a new athletic wordmark

Publicized and celebrated strong community partnerships and off-campus connections



STRATEGIC PLAN STEERING COMMITTEE

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