



**Missouri
State**
UNIVERSITY



2025-2026

ANNUAL REPORT

MESSAGE FROM THE PRESIDENT





One year ago, we launched Igniting Opportunity: Missouri State University's strategic plan for 2025-2030. The plan lays out a bold vision for our future and represents a shared commitment to advancing our mission in measurably meaningful ways. As I reflect on the progress we have made during this first year of implementation, I am filled with gratitude and pride.

The accomplishments highlighted in this publication are the result of the dedication, creativity and hard work of our faculty, staff, students, alumni and community partners. Across the university, individuals and teams have embraced the strategic plan not as a document, but as a call to action. The hard work of the Missouri State team has enabled meaningful progress toward our goals, strengthened the foundation upon which we are building, and is creating new opportunities for student success and community impact.

While it is important to celebrate these achievements, what inspires me most is the momentum we have built together. The strategic plan is a long-term commitment, and the successes of this first year demonstrate what is possible when we align our efforts around a common purpose. We are seeing the power of collaboration, innovation and shared accountability as we work to transform aspirations into outcomes.

Thank you to everyone who has contributed to this important work. Over the last year, over 200 faculty, staff, students, and community members dedicated their time towards directly implementing the strategic plan. Beyond that, individuals across the institution have taken our collective call to action seriously and integrated these goals into their work. In fact, it was one of our differentiators during our reaffirmation assessment for our 10-year accreditation with the Higher Learning Commission this past year. Our dedication to Missouri State and to our public affairs mission is making a difference every day. The progress we have achieved belongs to all of us, and it provides a strong foundation for the work ahead.

As we begin the next year of implementation, I encourage each member of the Missouri State community to remain engaged, energized and focused on our shared future. Together, we will continue to build on this momentum, seize new opportunities and advance Missouri State's impact for generations to come.

Go Bears!

Sincerely,



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

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.

Foster increased research productivity

- Conducted a comprehensive assessment of Missouri State's research infrastructure, including benchmarking against 30 peer institutions.
- Compiled Missouri State faculty research and scholarship productivity data.

Promote Interdisciplinary Curriculum, Programming, and Scholarship

- Developed interdisciplinary PhD model.
 - Conducted 2 campus-wide forums and numerous meetings to engage faculty and others in developing the research doctorate structure and programs.
- Developed 10 interdisciplinary PhD proposals. The proposals are currently being reviewed with the goal of moving 1-2 through the curricula approval process this year.
- Launched new interdisciplinary tourism management program.

Increase Equitable Access

- Initiated Quality Matters self-review of online courses, offering a \$100 stipend for faculty members in SP-26 (76 courses enrolled).
- Enrolled faculty members for more extensive "Improving Your Online Course" workshop for SU-26, offering a \$250 stipend.
- Completed faculty and student focus groups and surveys to assess current barriers in online education and identify areas for improvement.
- Benchmarked online education offerings with peer and aspirational institutions.
- Conducted a market analysis of graduate and undergraduate online programs offerings.

Connect Curriculum to Careers

- Developed recommendations for General Education enhancements based on research of benchmark and aspirational peers.
- Identified high-demand transferrable skills by employers based on national, regional, and local evidence.
- Located a model for competency-based syllabi.
- Improved first-destination outcome tracking for graduates.
- Bolstered the outcomes survey to inform potential future improvements to the career-readiness preparation students receive at Missouri State.



HLC reaffirmed Mo State's accreditation for a full

10-YEAR TERM

with no interim monitoring required

Conducted the
FIRST ACTIVE SHOOTER TRAINING

inside a state capitol building in the U.S.

Trained nearly
1,000 LAW ENFORCEMENT OFFICERS

on public safety techniques through the School of Criminology and Criminal Justice



TOP CAREER READINESS COMPETENCIES:

- Critical thinking
- Communication
- Teamwork
- Professionalism
- Interpersonal skills
- Problem solving
- Adaptability

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Elevate Missouri State's National Profile in Teaching and Research

- Reviewed existing incentives for encouraging and improving online teaching.
- Developed a plan for expanding feedback and participation in online teaching.
- Numerous faculty/emeriti recognized for research, teaching excellence, and service.



Dr. Anson Elliott:
Inducted in the MO Ag
Hall of Fame



Dr. Wenping Qiu:
Granted patent for
the Norton Blanc
grapevine cultivar



Dr. Daniela Novotny:
NDEP South Central
Region Outstanding
Dietic Educator Award



Dr. Kayla Robinson:
Chickasaw Nation's 2026
Dynamic Woman of the
Year Award



Dr. Paul Durham:
C-USA Faculty
Achievement Award



Natalie Allen:
2026 Governor's
Excellence Award



Cristina Pippa:
Josephson Entertainment
Teleplay Award at the
Austin Film Festival



Dr. Kara Wolfe:
Martin Opperman
Lifetime Achievement
Award from ISTTE



Dr. Cameron LaBarr:
Conducted featured
pieces at Carnegie Hall



Dr. James Anderson:
Placed second in
prestigious Naval Institute
essay contest



Kevin Cupka Head:
Lincoln School Light
Award

- National recognition received for our programs:



RATED #1 IN THE NATION

Screenwriting program

School of Communication, Department of Communication, Media, Journalism, and Film (CMJF)



TOP CHOICE PROGRAMS IN THE NATION

BFA Musical Theatre and BFA Acting

School of the Arts, Department of Theatre and Dance



Bachelor's of Science in Supply Chain, Logistics and Operations Management

TOP 10 FORBES ADVISOR BEST LOGISTICS DEGREE ONLINE OF 2025



TOP 5 IN THE NATION

Mo State Saxophone Studio

School of the Arts, Department of Music



NATIONAL QUALIFIER

Mo State Debate

School of Communication



Bachelor's of Science in Information Technology – Cybersecurity track

received the

NATIONAL CENTER OF ACADEMIC EXCELLENCE IN CYBER DEFENSE DESIGNATION

through 2030



TOP 10 IN THE NATION

Mo State Trumpet Studio

School of the Arts, Department of Music



NATIONAL QUALIFIER

Mo State Mock Trial

School of Criminology and Criminal Justice



Faculty in CNAS published MORE THAN 160 PEER REVIEWED PUBLICATIONS

in 2025 – many with student co-authors; while faculty and students made over 500 presentations at conferences over the past year

GOAL ONE: ACADEMIC OPPORTUNITIES AND INNOVATION

■ Infrastructure investments in academic programming facilities:

- Reynolds Performing Arts Complex
- Cheek Hall
- Kampeter Hall
- Collaborative Care Clinic
- Blunt Hall
- Small Animal Education Center
- Ag Innovation Lab
- Construction Education Success Center addition to Kemper Hall





FUTURE WORK



- Propose additional PhD programs.
- Identify research infrastructure needs and develop implementation plan.
- Improve centralized research tracking system.
- Showcase research productivity.
- Expand online course offerings and implement quality improvements.
- Integrate transferable skills into programs and courses.

GOAL TWO



Community Partnerships and Economic Development

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

Promote Experiential Learning

- Funded faculty/staff-led, student-centered experiential learning projects, building campus momentum for experiential learning and supporting proof-of-concept work.
- Expanded Community Graduate Assistantship program to partner with regional employers to provide opportunities for our graduate students.
- Grew in Future Educators Partnership with College of Education and Springfield Public Schools.
- Garnered national recognition from Inside Higher Education for the College of Education's apprenticeship program.
- Launched a new Superintendent Apprenticeship Degree Program in the College of Education.
- Expanded ag programming with beef products at events and through Carrie's Café.
- Opened the Collaborative Care Clinic.
- Opened the Small Animal Education Center & Ag Innovation Center.
- Opened the Construction Education Success Center.

Share Talent

- Conducted employer outreach through road shows and participation in Chamber of Commerce industry sector roundtables to learn about talent needs and assess areas of opportunity for the university and inform employer related objectives in the strategic plan.

Businesses visited:

- | | |
|-----------------------|---------------------|
| • SGC Foodservice | • Commerce Bank |
| • O'Reilly Auto Parts | • Toth & Associates |
| • Great Southern Bank | • City Utilities |
| • SRC | • Arvest Bank |
| • Prime, Inc. | |

Examples of the pilot projects that were funded:



Leadership Institute: A cohort-based leadership development program that engages students in hands-on learning tied to service, civic awareness, and the Public Affairs mission.

Cultivating Competence: Embedding Experiential Research into Plant Science Courses: A field-based agricultural research project that connects plant science coursework to real-world experimentation through greenhouse work, field trials, data collection, and community partnership.



Rural Education Experiences for Pre-Service Teachers: A rural practicum initiative that gives pre-service teachers hands-on experience in rural school settings while strengthening preparation for teaching in underserved communities.

- Piloted Handshake for Student Employment, providing employers and MoState students with one online platform to post and search for off campus job opportunities and internships.
- Provided technical business support and training to employers across the region and expanded reach statewide through the Show-Me Network.
- Grew and improved student focused programs, including the Community Engagement Intern Program & efactory Entrepreneurship Intern Pilot Program.
- Conducted more than 165 efactory led professional development trainings, impacting more than 5,000 participants.

Support Tech Commercialization & Entrepreneurship

- Developed initial framework for a new interdisciplinary Innovation Institute that will connect academic programs, applied research, entrepreneurship, workforce development and community partnerships.
- Defined the Institute's proposed purpose: to cultivate an entrepreneurial mindset – including creativity, critical thinking, collaboration and problem-solving – and prepare individuals for emerging careers and the changing needs of employers.
- Began aligning the proposed Innovation Institute with Missouri State's existing innovation assets, including efactory, Jordan Valley Innovation Center, College of Business and other academic and community partners.
- Engaged the Greater Ozarks Cooperating School Districts and other K-12 partners to explore coordinated pathways in innovation, entrepreneurship and career-connected learning.
- Gathered employer feedback and identified high-priority skills, competencies and credentials needed to meet current and emerging workforce demands.
- Piloted and expanded client-connected projects that enable students to address challenges presented by businesses and community organizations.
- Began developing flexible pathways to academic credit, industry-recognized credentials and continuing education that respond to employer needs, increase access to Missouri State programs and support life-long learning.



Received
**2026 CARNEGIE
CLASSIFICATION
OF COMMUNITY
ENGAGEMENT**

University Expertise Database

- Established two centralized expertise directories (University Center Directory & the Faculty Expert Directory).
- Developed a prototype of an expertise searching tool (a visual proof-of-concept) to demonstrate the feasibility and value of the searching system to foster collaborations among internal and external stakeholders.
- Initiated exploration of an automated workflow to feed, validate and update university expertise data within the existing database system.



FUTURE WORK



- Continue to gather employer feedback through various channels including Employer Road Shows, efactory Corporate Partner Program, and Springfield Innovation, Inc.
- Host events to connect employers with Mo State students and opportunities.
- Continue to provide technical business support, training and talent development support to employers and individuals across the region and state.
- Work to align academic credit and certificate opportunities for professional development training as applicable.
- Secure funding to sustain and grow existing successful experiential learning programs including the Community Engagement Intern Program and the Entrepreneurship Intern Program.
- Enhance professional development opportunities for students and integrate Leadership Springfield model.
- Explore opportunities to enhance the Mo State website to be more employer friendly and better connect the business community to students and opportunities.
- Working in partnership with faculty, pilot 1-2 collaborative intern programs with employers including identifying students, providing professional development opportunities and ensuring a quality employer experience.
- Finalize the Innovation Institute's purpose, scope, governance, operating model, and relationship to existing university units.
- Map an integrated innovation and commercialization pathway that connects idea development, applied research and prototyping, intellectual property, business formation, incubation and company growth.
- Establish defined roles for the College of Business, efactory, JVIC and participating colleges, departments and external partners.
- Identify initial K-12 partner schools, courses and faculty liaisons, and pilot coordinated innovation and entrepreneurship experiences for students and educators.
- Expand interdisciplinary, client-connected projects, internships and other experiential learning opportunities in partnership with businesses, entrepreneurs and community organizations.
- Develop measures of success, such as student participation, employer and K-12 partnerships, client-connected projects, credentials awarded, commercialization activity, startups supported and external funding secured.
- Expand data collection, complete analysis and assessment of data collected in Year 1 surveys related to experiential learning, and improve storytelling.
- Build broader support for experiential learning through collaborations and initiatives such as learning communities, curriculum integration, expanded partnerships, and scholarships.
- Identify a sustainable resource model for experiential learning that includes university investment, grants, philanthropy, corporate partnerships and program revenue.

GOAL THREE



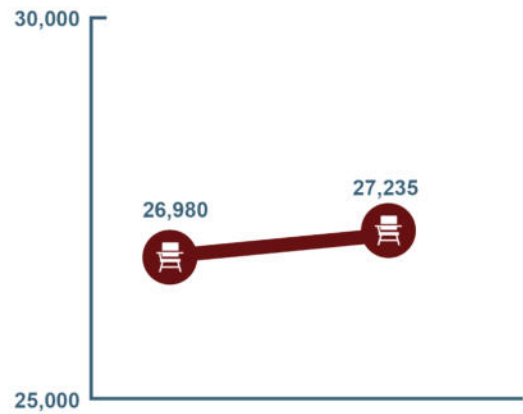
Institution of Choice for Students and Employees

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

Develop and Implement a Plan to Increase Student Enrollment

- Developed a Strategic Enrollment Management Plan.
- Successfully deployed an artificial intelligence chatbot to compliment human response for after-hour inquiries on admissions.
- Implemented a tool to improve high school and college transcript evaluation, enabling quicker admittance of students and improvements to customer service.
- Developed financial aid awarding process to support earlier notification for admitted students.
- Increased recruitment presence across Missouri and in out-of-state markets.
- Redesigned high school junior/senior engagement strategy.
- Expanded college prep experiences for Springfield Public School students.

Overall system headcount increased in 2025 by **0.9%** (27,235, up from 26,980 in Fall 2024)



Achieve Meaningful Gains in Student and Employee Satisfaction

- Implemented ModernThink's *Great Colleges to Work For* Survey to establish a structured, long-term approach to measuring employee experience.
- Identified National Employee Satisfaction Benchmarking data.
- Expanded mental health support at Magers.
- Enhanced campus emergency communication capabilities.
- Created the Bear Shield Safety App.
- Completion of over 60 capital projects, including:
 - Plaster Stadium improvements
 - Kampeter Hall Phase II renovation
 - Judith Enyeart Reynolds Performing Arts Complex
 - Clifton M. Smart III Advancement Center
 - Roy Blunt Hall Phase I addition and Phase II renovation
 - ADA projects
 - Autism Center on West Plains Campus
 - Cheek Hall renovation
 - Library facility improvements
- Modernized the enterprise fleet and updated vehicle branding.
- Created and implemented an ombuds program for faculty, staff, and students.



90% employee retention

3.6% retirements

92% position fill-rate



**Missouri
State**

OMBUDS
OFFICE

Invest in Leadership and Talent Retention

- Established an institutional snapshot of employee experiences related to development, career pathways, leadership, communication, and retention.
- Built an inventory of professional development efforts across campus.
- Created tools to support an intentional university-wide approach to leadership development and talent retention.
- Created a leadership institute to provide hands-on, real-world leadership experiences and internships with Springfield organizations to encourage students to build local connections and increase retention in the community.



Design a Culture of Connection, Recognition, and Purpose

- Completed inventory of policy and programming related to employee retention, satisfaction and engagement.
- Began developing programs to recognize part-time employees.
- Developed tools to bolster faculty/staff engagement opportunities.



Position MSU as a Leader in Student Access and Success

- Created and implemented Bears Share to tackle student food insecurity and reduce food waste on campus, which served approximately 1,670 students over 78 different meals throughout the academic year.
- In Spring 2025, Missouri State received a Carnegie classification as a Higher Access, Medium Earnings Institution.
- Expanded accelerated master's program in partnership with Missouri Southern State University.





FUTURE WORK



- Operationalize the Strategic Enrollment Management (SEM) plan.
- Expand campus-wide communication of the SEM plan, including dissemination of SEM Plan Playbooks.
- Analyze and implement improvements in response to key *Great Colleges to Work For* survey results.
- Provide two Town Halls each academic year.
- Begin development of targeted, data-informed action plans across employee and student satisfaction domains.

GOAL FOUR

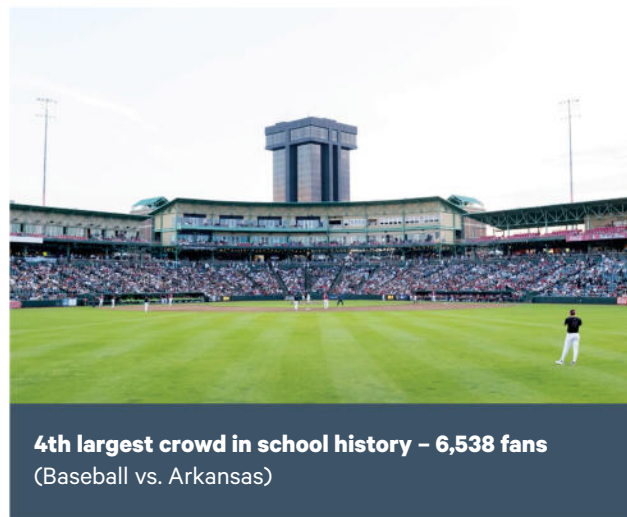


Student and Alumni Experience

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

Achieve Competitive Excellence in Conference USA

- Achieved invite to bowl game in first year of FBS.
- Strong performances in conference championship competition.
- Increased fan engagement.
- Established baseline information to better promote athletic academic achievement and fan engagement moving forward.
- Football Bowl Subdivision reclassification approved.
- Lady Bears 2025 Conference Tournament Champions, NCAA appearance.
- Mo State Swimming – Conference Champions.
- Competed as a No. 3 seed in the NCAA Division I Baseball Tournament's Lawrence Regional.
- Mo State Beach Volleyball – Finished 24-6 this season, the second-highest win total in program history.
- Bears Football game broadcasted digitally in high definition on national television for the first time.



FOOTBALL



Student attendance: **13,286 (+84.8%)**

Total attendance: **69,279 (+43.4%)**

6 nationally-televised games

Year-over-year TV growth in football:

» **644,000 viewers** – Xbox Bowl

» **338,075 viewers** – at MTSU

» Averaged **53 minutes/viewer**



Social media growth – Nearly doubled



Facebook interactions **+50%**



Instagram interactions **(+100%)**



Key market Billboard Campaigns

Missouri State sold more tickets for the Xbox Bowl than any of the other three universities that played in the two bowl games in Frisco

Promoting Proactive Student Support

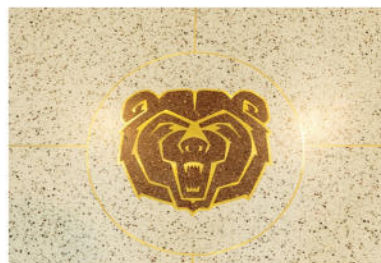
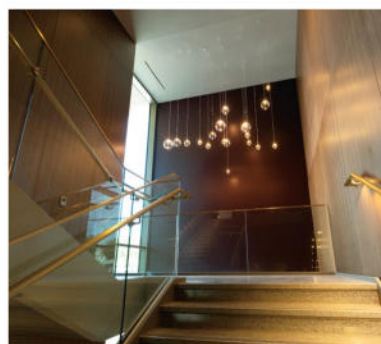
- Inventoried student success surveys.
- Implemented the foundation for the Ruffalo Noelle Levitz Student Satisfaction Inventory assessment tool.
- The Center for Rural Education in the College of Education was awarded a Community Collaboration Challenge Grant from Johns Hopkins University to work with Marshfield Schools to improve student support systems.



Raised nearly
\$50 MILLION

Implement the University Advancement Strategic Plan and Increase Alumni Engagement

- Raised more than \$10 million for the Smart University Advancement Center.
- Launched Hive of Bear Pride as a visible engagement and giving experience.
- Completed comprehensive external review of annual giving.
- Strengthened partnerships with Student Affairs, Enrollment Management and colleges.
- Integrated and implemented enhanced giving opportunities online and across digital platforms and communications.
- Expanded giving visibility across digital and print channels.
- Integrated Advancement into key student events.
- Launched monthly Advancement video updates to trustees and alumni board members, quarterly videos to targeted donors.
- Added new endowments.
- Successfully moved into the new Advancement Center.





Increase participation in campus events and organizations

- Improved campus event promotion.
- Developed co-curricular transcripts.
- Established a baseline for student engagement at events, on social media, and with athletics.

FUTURE WORK



- Complete locker room project in McDonald Arena.
- Increase fundraising efforts and capital improvements.
- Develop comprehensive hub for student resources.
- Implement refined donor acquisition strategy.
- Grow Bears Fund and athletics donor pipeline.

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.



Refresh the Brand

- Developed and implemented interim brand guidelines.
- Phase I complete: Brand research and competitive analysis.
- Established facility branding standards and incorporated into existing facilities and in new capital projects.
- Completed the campus 2025-2030 Master Plan, aligned with the Strategic Plan.

Centralize and Connect Brand Stories

- Rolled out a Communicators Forum in May 2026 to coordinate storytelling campuswide.
- Completed inventories of university content creators, communications platforms, social media channels, iconic photo spots and signature spirit events.
- Defined best practices and criteria for content creation as well as events and experiences that are connected to our brand story.

Amp Up Fans and Spirit

- Developed a Student Rewards Program.
- Hosted 3 official watch parties (avg. 74 fans/event).
- Enhanced football game experience (lighting, pyro, drone show).
- Enhanced basketball game experience (light show).
- Recognized by Collegiate Licensing Company for Party in the C-USA (2026 Best Campus Integration Award).



Bring the Community In, Send the Campus Out

- SWOT analysis conducted.
- Promoted Bearwear Fridays.
- Promoted efactory within the university and in the community.
- Developed food trail concept with Missouri State products.
- Promoted Bear partners.
- Earned the 2026 Carnegie Elective Classification for Community Engagement.
- Hosted historic Route 66 Centennial festivities.
- Hosted the first annual Darr Difference Day.





FUTURE WORK



- Launch refreshed brand and branding strategy.
- Completion of Athletic Master Plan.
- Increase first-time attendees across key sports.
- Raise fan experience satisfaction & NPS scores.
- Launch and scale student rewards in Fall 2026.
- Roll out campus communicators' forum.

In Year Two, We Will...

- Secure several new PhD programs.
- Launch the Innovation Institute.
- Expand online course offerings and strengthen existing programming.
- Integrate transferable skills into curriculum and programming.
- Align academic credit and certificate opportunities for professional development training.
- Identify initial corporate partners and workforce needs for pathways to credit and credentials.
- Expand opportunities for client-connected projects and real-world experiential learning.
- Build a production-ready version of the University Expertise database.
- Expand and implement the Strategic Enrollment Management Plan.
- Develop targeted action plans around employee and student satisfaction improvements.
- Strengthen student engagement.
- Increase analytics-driven fundraising.
- Improve athletics event experiences.
- Launch a refreshed brand



THANK YOU

To All the Goal Leaders, Implementation Team Members, Working Group Leaders, Working Group Members, and Oversight Committee Members for Their Work in Year One of Implementation

Adair Seifert-Anspaugh
 Ajay Katangur
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 Alex Johnson
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 Alyssandra “AC” Bauman
 Amanda Schmelzer
 Andrea Mostyn
 Andrea Weber
 Angela Barker
 Angela Young
 Angi Rowe
 Angie Strider
 April Phillips
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 Barri Tinkler
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 Beth Perine
 Beth Schmidt
 Bethany Henry
 Brad Bodenhausen
 Brad Snow
 Branden Duff
 Brent Dunn
 Brett Garland
 Brian Edmond
 Briar Douglas

Cameron Clobes
 Carrisa Hoelscher
 Casey Hunt
 Charles Whitaker
 Chelsey Giles
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 Christie Cathey
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 Collin Chastain
 Corey Canada
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 David Richards
 Dawn Medley
 Debbie Donnellan

Dee Siscoe
 Denise Cunningham
 Derek Moser
 Desmond Dunklin
 Devin Schehrer
 DJ Perkins
 Dylan Earnshaw
 Egon Heidendal
 Elizabeth King
 Emily Denniston
 Emily Letterman
 Emily Yeap
 Eric Schick
 Galen Martin
 Gates Breedlove-Koepke
 Ginger Stringer
 Grace Mitchell
 Gregory Tapis
 Holly Kouns
 Isaac Balasundaram
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 Jake Simmons
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 Juan Meraz
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 Katherine Whitaker
 Kathy Nordyke
 Katie Young
 Katrina Chavez
 Kayla Robinson
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 Keith McShan
 Kelly Evans

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Kelsey Tolbert	Michelle Rose	Rick Kindhart	Wendy Ferguson
Ken Brown	Mike Foster	Rob Moore	William Sandel
Kerry Dickerson	Minor Baker	Ron Malega	Xiang Guo
Kevin Cupka Head	Nancy Gordon	Ryan Santoni	Xiaomin Qiu
Kim Church	Natalie Allen	Rylie Andrews	Ximena Uribe-Zarain
Kristi Oetting	Nicki Donnelson	Sandra Smart	
Kristin Bilyeu	Nicole West	Sara Nimmo	
Lacy Sukovaty	Nina Barudzcic	Sarah Butler	
Lance Coffman	Paige Grisham	Sarah Gott	
Leslie Echols	Pam Sailors	Scot Scobee	
Liza Cobos	Patrick Hurn	Seth Hoelscher	
Lori Swindel	Patrick Parnell	Shawn Wahl	
Lucie Amberg	Patrick Ransdell	Stacy Rice	
Madison Jordan	Paul Durham	Subha Roy	
Maggie McGowen	Paula Moore	Suzanne Walker-Pacheco	
Marc Owen	Peng Zhang	Tammy Dixon	
Marcia Himes	Philip Bowles	Teresa Frederick	
Marjorie Shavers	Phil Bridges	Terry Weber	
Mark Wheeler	Rabekah Stewart	Tiglet Besara	
Mark Woolsey	Rachel Munday	Tina Liang	
Mary Ann Wood	Raeleen Ziegler	Tracey Glaessgen	
Mary Bohlen	Ray Hargiss	Tracey Stout	
Matt Bekebrede	Razib Iqbal	Tracy Gross	
Matt Morris	Rebekkah Wall	Umer Hussain	
Melissa Penkalski	Reesha Adamson	Veronica Adinegara	
Michael Frizell	Rich Miller	Wafaa Kaf	

