

# Missouri State<sup>™</sup>

UNIVERSITY



# **STRATEGIC PLAN**

## **INTERACTIVE WORKSHOP NO. 3**

### **AGENDA**

- |  |                              |
|--|------------------------------|
| • Welcome                                  | President Biff Williams      |
| • Overview of Meeting & Process Update     | John Welty                   |
| • Updated Values, Vision and Mission       | Ken Brown &<br>Zora Mulligan |
| • Draft Goal Statements & Desired Outcomes | Ken Brown &<br>Zora Mulligan |
| • Small Group Discussions and Feedback     | John Welty                   |
| • Report Out from Small Groups             | John Welty                   |
| • 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



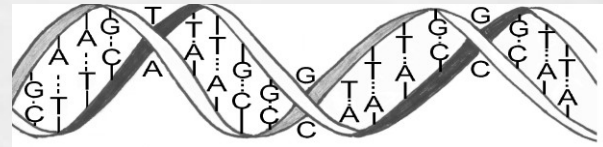
## **STEPS AND TIMELINE**

<b>1. PREPARATION</b>	<b><i>“GETTING STARTED”</i></b>	<b><i>AUGUST, 2024</i></b>
<b>2. INTERACTIVE WORKSHOP</b>	<b><i>“BRINGING EVERYONE ON BOARD”</i></b>	<b><i>SEPTEMBER, 2024</i></b>
<b>3. RESEARCH</b>	<b><i>“DISCOVERING THE DOTS”</i></b>	<b><i>AUGUST/SEPT., 2024</i></b>
<b>4. CORE VALUES, VISION, MISSION, GOALS, STRATEGIC POSITION</b>	<b><i>“CONNECTING THE DOTS”</i></b>	<b><i>SEPT./OCT., 2024</i></b>
<b>5. DESIRED OUTCOMES</b>	<b><i>“ESTABLISHING THE TARGETS”</i></b>	<b><i>NOV./DEC., 2024</i></b> <b><i>FEB., 2025</i></b>
<b>6. STRATEGIES</b>	<b><i>“CHARTING THE COURSE”</i></b>	<b><i>FEB./MARCH, 2025</i></b>
<b>7. COMPLETE STRATEGIC PLAN</b>	<b><i>“BEGINNING THE JOURNEY”</i></b>	<b><i>APRIL, 2025</i></b>
<b>8. IMPLEMENTATION WORKSHOP</b>	<b><i>“MAKING IT HAPPEN”</i></b>	<b><i>MAY, 2025</i></b>

**(Sept/Oct, 2024)**

**Strategic Planning Committee (SPC) Will Review Core Values, Vision, Mission, and Identify Potential Strategic Goals**

- Core Values, Vision, Mission
- Strengths
- Needs/Opportunities
- Major Forces
- Planning Assumptions
- Top Strategic Priorities/Goals



## **SECOND INTERACTIVE WORKSHOP (OCTOBER, 2024)**

Feedback from University Community  
ON  
Core Values, Vision, Mission, Strengths,  
Strategic Priorities / Goals





## **STRATEGIC PLANNING COMMITTEE (SPC) (OCTOBER, 2024)**

1. SPC refines values, mission, vision, strengths and needs, strategic priorities/goals
2. SPC creates a cross-departmental Working Group for each strategic priority/goal

**(NOVEMBER, 2024 – FEBRUARY, 2025)**

**Formulate Desired Outcomes – “Charting the Course”**

■ Working Groups identify the Desired Outcomes, for example:

- *Increase head count by 2000 students*
- *Increase first-year retention to 85 percent*

## THIRD INTERACTIVE WORKSHOP (FEBRUARY, 2025)

- Feedback on revised Values, Vision, and Mission
- Feedback on Goal Statements & Desired Outcomes
- Begin Strategy Development





**(FEBRUARY/MARCH, 2025)**

## **Determine the Strategies**

- Working groups to select those strategies that are most important to achieve desired outcomes
- The strategies selected will be:
  - Organized around goals
  - Work across organizational and campus lines
  - Emphasis on “big ideas”
  - Strategies are elaborated expressions of an idea
    - Intro and Background
    - Basic Elements and Description
    - Models

**(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**





**(APRIL/MAY 2025)**

**Review, Announce, Celebrate– “Beginning the Journey”**

- **SPC- Completes Plan**
  - **Proofread**
  - **Name**
  - **Posts on-line**
  - **Summary suitable for PR/Fund Raising**
  - **Power Point Presentation**
- **Marketing/Communications Office Develops Communications Plan**
- **Formal Approval by the Board of Governors**



# CELEBRATION!





# SWOT ANALYSIS SUMMARY

## Strengths

- **Affordability / Available Financial Aid**
- **Positive Student Experience – engagement encouraged & clubs available**
- **Faculty & Staff care for & are accessible to students**
- **Public Affairs Mission**
- **Quality & variety of academic programs offered**

## Areas of Improvement

- **Breaking down silos / internal communications**
- **Marketing & Branding / campus identity**
- **Facilities – maintenance & renovations**
- **Hiring & retention of faculty & staff**
- **Parking / shuttle service**

## Opportunities

- **Marketing & Branding of University**
- **Community partnerships / engagement**
- **Leverage Public Affairs Mission**
- **Athletics – front door of University / leverage Conference USA**
- **Enrollment / retention at undergrad and grad levels**
- **Targeted academic**

## Threats

- **Declining enrollment / demographic cliff**
- **Funding**
- **Public perception of the value of higher education**
- **Political shifts / climate**
- **Facilities – deferred maintenance / land locked**

## Areas of Distinction

- **Public Affairs Mission**
- **Right sized University – large with small campus feel**
- **Campus & community collaboration & engagement**
- **Affordability**
- **Location – Ozarks / Springfield**
- **Distinct academic programs**



# VALUES

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.

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 belonging and mutual understanding.

We value **community engagement** by embracing our responsibility to act with courage and creativity to help build a better world. 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.**

# **VISION**

**Missouri State University will be a destination of choice for students, faculty, and staff who collaborate to drive meaningful impact in their communities and around the world through our Public Affairs Mission.**

# **MISSION**

**We are a community of citizen scholars driven by our Public Affairs Mission to provide transformative experiences for individual and societal benefit.**



# **GOAL CATEGORIES**

- **Academic Opportunities & Innovation**
- **Branding & Identity**
- **Community Partnerships & Economic Development**
- **Institution of Choice for Employees & Students**
- **Student & Alumni Experience**



# Academic Opportunities & Innovation



Co-Chairs Jamie Grigsby & Scott Worman

# Goal Statement

## ACADEMIC OPPORTUNITIES & INNOVATION

Advance academic excellence and innovation by embedding (1) experiential, (2) interdisciplinary, and (3) relevant learning opportunities, and expanding (4) access to educational programs and (5) public (or global) engagement.





# Desired Outcomes

## ACADEMIC OPPORTUNITIES & INNOVATION

Desired Outcome	Current	Desired	Difference
By the time they have completed X credit hours, all students will have engaged in at least one experiential learning opportunity (e.g., Service Learning).			
There will be an X% increase in interdisciplinary collaboration across scholarship, programming, and the curriculum.			
There will be an X% increase in the proportion of students who have declared a major by the time they complete 45 credit hours.			



# Desired Outcomes

## ACADEMIC OPPORTUNITIES & INNOVATION

Desired Outcome	Current	Desired	Difference
There will be an X% increase in equitable access (e.g., modality, affordability) to high-quality educational programs for all students (e.g., nontraditional).			
By the time they have completed X credit hours, all undergraduate students will complete at least one public affairs course.			



# Branding & Identity



Co-Chairs Natalie Allen & Katherine Whitaker



# Goal Statement

## BRANDING & IDENTITY

Energize every Bear to be Missouri State University's biggest fan with branding that promotes the Public Affairs Mission, dynamic athletics, the goals of the 2025-2030 Strategic Plan, and grows affinity and recognition of Missouri State.



# Desired Outcomes

## BRANDING & IDENTITY

Desired Outcome	Current	Desired	Difference
<b>Affinity:</b> The Simpson Scarborough net promoter score will increase by 20% for all audiences (students (S), alumni (A), and faculty/staff (F/S)).	S: 48% A: 66% F/S: 56%	S: 68% A: 86% F/S: 76%	+20%
<b>Athletics/pride:</b> The Simpson Scarborough school spirit score will increase among students, alumni, faculty/staff by 20%.	S: 49% A: 33% F/S: 24%	S: 69% A: 53% F/S: 44%	+20%
<b>Institution of choice/Public Affairs:</b> Increase participation in Public Affairs engagement by 20% by establishing a campus wide participation metric, supported by a communication strategy and branding to meet the needs of internal and external audiences.			+20

# Desired Outcomes

## BRANDING & IDENTITY

Desired Outcome	Current	Desired	Difference
<b>Academic opportunities:</b> Strengthen public perception of academic excellence with a targeted media strategy, increasing placements by X% by highlighting experiential, interdisciplinary, and community-driven learning.		TBD	
<b>Community partnerships:</b> In support of a central landing point/home base/data center (virtual/physical) for community partnership, develop and implement a branded impact storytelling campaign, measured by an increase in stakeholder engagement, web traffic, social media interactions, and partnership inquiries.	0	1	1
<b>Student and alumni experience:</b> Each college/unit participates in at least one university-branded alumni storytelling campaign per semester, reinforcing a shared narrative of Missouri State's impact.	TBD	100% participation per semester	



# Community Partnerships & Economic Development



Co-Chairs Danny Perches & Ben Beranek



# Goal Statement

## COMMUNITY PARTNERSHIPS & ECONOMIC DEVELOPMENT

Develop a sustainable, systematic university-wide culture leveraging intentional collaborations across university and industry partnerships.



# Desired Outcomes

## COMMUNITY PARTNERSHIPS & ECONOMIC DEVELOPMENT

Desired Outcome	Current	Desired	Difference
Invest in the “Community Partnerships and Economic Development” area by hiring new, dedicated expert staff.			
Appoint an interdisciplinary committee of students, faculty, staff, and external stakeholders who define meaningful participation in the “Community Partnerships and Economic Development” area, and who regularly reviews and prioritizes new opportunities.			
Create a physical and virtual space for the “Community Partnerships and Economic Development” area where community members, students, faculty, and staff connect.			
Create and execute a process where work in the “Community Partnerships and Economic Development” area is recognized for faculty and staff in the Promotion and Tenure guidelines and annual review process.			

# Desired Outcomes

## COMMUNITY PARTNERSHIPS & ECONOMIC DEVELOPMENT

Desired Outcome	Current	Desired	Difference
Create and execute a process where work in the “Community Partnerships and Economic Development” area is recognized as a high impact student experience within academic programs.			
Identify new academic opportunities (e.g. cohort programs, CEUs, etc.) that align with professional development needs which we as an institution are especially able to meet.			
Celebrate the work we do in the “Community Partnerships and Economic Development” area in a Spring complement to the Public Affairs Conference where we recognize best practices within the university.			





# Institution of Choice for Employees & Students



Co-Chairs David Hall & Nicole West



# Goal Statement

## INSTITUTION OF CHOICE FOR EMPLOYEES & STUDENTS

Missouri State University strives to be the institution of choice for students and employees by articulating a clear, compelling, and unique identity that clarifies the public affairs mission.



# Desired Outcomes

## INSTITUTION OF CHOICE FOR EMPLOYEES & STUDENTS

Desired Outcome	Current	Desired	Difference
<b>Public Affairs Identity / Mission</b>			
Achieve a 90% proficiency rate where almost every Bear (MSU students, faculty, and staff) can accurately articulate their personal or professional connection to MSU's public affairs mission, demonstrating how it influences their roles and experiences on campus			
Ensure that 90% of external stakeholders (including alumni, potential donors, prospective students and their families, local community members and leaders, and local and state elected officials) can identify and describe at least one specific example of how MSU's public affairs mission translates into actionable outcomes			



# Desired Outcomes

## INSTITUTION OF CHOICE FOR EMPLOYEES & STUDENTS

Desired Outcome	Current	Desired	Difference
<b>Students</b>			
Missouri FTNIC students that attend MSU and had MSU as their 1st choice has increased by ???%			
Students with Missouri Bright Flight Scholarships, National Merit Scholarships, and who are Pell Eligible has increased by ???% in each category			
Increase in the # of out of state students attending MSU by ???%			
Increase in dual-credit enrollment conversion percentage by ???%			
Increase in undergraduate to graduate enrollment conversion by ???.			



# Desired Outcomes

## INSTITUTION OF CHOICE FOR EMPLOYEES & STUDENTS

Desired Outcome	Current	Desired	Difference
<b>Faculty</b>			
The average percentage of applicants for tenured faculty position job postings that are deemed to meet the minimum qualifications increases by ???%			
The retention rate for ranked faculty increases by ???% and unranked faculty by ???%			
Have at least 90% of all faculty members compensated at 95% of the midpoint of their salary grade			





# Desired Outcomes

## INSTITUTION OF CHOICE FOR EMPLOYEES & STUDENTS

Desired Outcome	Current	Desired	Difference
<b>Staff</b>			
The average percentage of applicants for full-time job postings that are deemed to meet the minimum qualifications increases by ???%			
The retention rate for non-exempt staff increases by ???% and exempt staff by ???%			
Have at least 90% of all staff compensated at 95% of the midpoint of their salary grade			
<b>Job Satisfaction Survey</b>			
Increase the average job satisfaction rating by ???%, based upon an annual survey of satisfaction regarding compensation & benefits, workload, and resources			





# Student & Alumni Experience



Co-Chairs Kristin Roop & Daezia Smith

# Goal Statement

## STUDENT & ALUMNI EXPERIENCE

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.



# Desired Outcomes

## STUDENT & ALUMNI EXPERIENCE

Desired Outcome	Current	Desired	Difference
Undergraduate retention rate is 80%	77.3%	80%	2.7%
6-year graduation rate is 63%	58.1%	63%	5%
Alumni engagement (outside of giving) is X%.			3%
Increase the number of endowed funds by 200 new funds for scholarships and faculty and program support. (University Advancement goal)			+200





# Desired Outcomes

## STUDENT & ALUMNI EXPERIENCE

Desired Outcome	Current	Desired	Difference
Alumni giving participation is at 6%.	4%	6%	2%
A continuing education fund is in place to support student success alongside emergency scholarship funds.			
The student sense of feeling valued at this institution (NSSE) is at 80% (senior year).	77%	80%	+3%
The student reported sense of community at this institution is at 80% (NSSE) (senior year).	73%	80%	+7%



# **SMALL GROUP DISCUSSIONS**

- **Small Group Discussions (35 Minutes)**
  - **Select one person to facilitate and report out**
  - **Record thoughts on clarity and missing items**
- **Large Group Presentation (20 minutes)**
  - **Recorder will report answers to questions**
  - **Questions and comments from the floor**

# **SMALL GROUP DISCUSSION GUIDELINES**

- **Focus on ideas and concepts**
- **Feel free to speak your mind**
  - **“What is said here, stays here”**
- **Rank doesn't matter**
- **Encourage everyone to talk**

# **SMALL GROUP QUESTIONS**

## **Values / Vision / Mission**

- 1. Are there any ideas or concepts in the statements that are not clear?**
- 2. What, if anything, is missing from the statements?**

## **Goal Statements / Desired Outcomes**

- 1. Are there any ideas or concepts in the Goal Statement / Desired Outcomes that are not clear?**
- 2. What, if anything, is missing from the Goal Statement / Desired Outcomes?**
- 3. Suggest three strategies to implement for the Goal statement.**



# **LARGE GROUP PRESENTATIONS**

**Responses are community feedback to  
the Strategic Planning Committee**

## **NEXT STEPS**

- **Goal Work Groups**
  - **Refine Goal Statements & Desired Outcomes**
  - **Develop Goal Strategies**
- **Interactive Workshop No. 4**
  - **April 2025**
- **Additional Questions/Feedback:**  
**[StrategicPlan@MissouriState.edu](mailto:StrategicPlan@MissouriState.edu)**