Strategic Plan Implementation Updates
January 29, 2026

G1.IT - 1 Goal 1- Implementation Team- Academic Opportunities & Innovation

Academic Opportunities & Innovation

Strategy Unit Manager: Phillips, Clarenda

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171 - Goal 1 Summary

Status reports and progress updates.

Initiative Purpose: Strategic Plan   **Initiative Status:** In Progress

Tasks

No Data Found

Intended Results

No Data Found

Benchmark for Success

No Data Found

Status Reports

No Data Found

Outcome Assessment (Based on Benchmarks)

No Data Found

G2.IT - 2 Goal 2- Implementation Team- Community Partnerships & Economic Development

Community Partnerships & Economic Development

Strategy Unit Manager: Bodenhausen, Brad

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172 - Goal 2 Summary

Status reports and progress updates.

Initiative Purpose: Strategic Plan   **Initiative Status:** In Progress

Tasks

No Data Found

Intended Results

No Data Found

Benchmark for Success

No Data Found

Status Reports

No Data Found

Outcome Assessment (Based on Benchmarks)

No Data Found

G3.IT - 3 Goal 3- Implementation Team- Institution of Choice for Students & Employees

Institution of Choice for Students & Employees

Strategy Unit Manager: Medley, Dawn

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173 - Goal 3 Summary

Status reports and progress updates.

Initiative Purpose: Strategic Plan   **Initiative Status:** In Progress

Tasks

No Data Found

Intended Results

No Data Found

Benchmark for Success

No Data Found

Status Reports

No Data Found

Outcome Assessment (Based on Benchmarks)

No Data Found

G4.IT - 4 Goal 4- Implementation Team- Student & Alumni Experience

Student & Alumni Experience

Strategy Unit Manager: Siscoe, Dee

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174 - Goal 4 Summary

Status reports and progress updates.

Initiative Purpose: Strategic Plan   **Initiative Status:** In Progress

Tasks

No Data Found

Intended Results

No Data Found

Benchmark for Success

No Data Found

Status Reports

No Data Found

Outcome Assessment (Based on Benchmarks)

No Data Found

Branding & Identity

Strategy Unit Manager: Mostyn, Andrea

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175 - Goal 5 Summary

Status Reports and progress updates.

Initiative Purpose: Strategic Plan   **Initiative Status:** In Progress

Tasks

No Data Found

Intended Results

No Data Found

Benchmark for Success

No Data Found

Status Reports

No Data Found

Outcome Assessment (Based on Benchmarks)

No Data Found

G1.SWG1 - 1.1 - Connect Curriculum to Careers and Outcomes

Academic Opportunities & Innovation

Strategy Unit Manager: Rapp, Kelly

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90 - Develop processes for using outcomes data

Connect Curriculm to Careers and Outcomes: Develop processes for using outcomes data to evaluate the readiness of our graduates for the workforce.

Initiative Purpose: Strategic Planning   **Initiative Status:** In Progress

Tasks

1. Enhance the process for monitoring of first-destination student outcomes
Stakeholders:
- University administrators and professors
- Prospective students
- Community members

Start Date:	Due Date:	Priority:	Status:	Requested:	Approved:
09/22/2025	04/10/2026	Medium	In Progress	$0.00	$0.00

2. Refine data collection, access, and visualization of first-destination data.
Stakeholders:
- University administrators and professors
- Prospective students
- Community members

Start Date:	Due Date:	Priority:	Status:	Requested:	Approved:
09/22/2025	04/10/2026	Medium	In Progress	$20,000.00	$20,000.00

3. Consider questions to ask graduates and employers which will evaluate the career-readiness preparation students receive at MSU.
Stakeholders:
- University administrators and professors
- Prospective students
- Community members

Start Date: 01/15/2026	Due Date: 04/10/2026	Priority: Medium	Status: Pending	Requested: $0.00	Approved: $0.00

Intended Results

No Data Found

Benchmark for Success

09/26/2025	**Task 1**: Campus-wide support of a singular first-destination survey; collaboration among departments to gather information. **Task 2**: Increased knowledge rate and dissemination of information. **Task 3**: List of supplemental questions.

Status Reports

01/28/2026	In order to move forward with the acquisition of Lightcast Embark survey, we needed to submit an Information Services Procurement Request, a SUDERS Request, and a Sole-Single Source Justification. All were approved on 1/14/2026. We next contacted the vendor to complete the Vendor Registration Form in order to be assigned an MNumber in our system for payment. There was some confusion with the TIN number, and I last had contact with Lightcast on 1/27/2026. Once this is resolved, we will submit the requisition and go from there.
11/17/2025	We were awarded funding for Task 2, Refine data collection, access, and visualization of first-destination data. Work has begun on evaluating software vendors for this outcome of increased knowledge rate and dissemination of information. Lightcast has a survey and data scraping platform that can accomplish this goal, and we are awaiting further instruction on moving forward with the acquisition of this software.

In the process of looking at vendors, we discovered other services by these providers that can assist students in using labor market data to help guide their major and career choices. This information ties to other initiatives within this Goal 1 and other strategic plan goals. We will continue to evaluate for possibilities of future funding requests.

Outcome Assessment (Based on Benchmarks)

09/26/2025	**Task 2**: Knowledge rate for 25-26 of 90%; Dashboard built for 2017-2025 data

91 - Help students make informed academic and career choices

Connect Curriculm to Careers and Outcomes: Help students make informed academic and career choices

Initiative Purpose: Strategic Planning   **Initiative Status:** In Progress

Tasks

No Data Found

Intended Results

No Data Found

Benchmark for Success

No Data Found

Status Reports

No Data Found

Outcome Assessment (Based on Benchmarks)

No Data Found

88 - Strengthen General Education

Connect Curriculm to Careers and Outcomes: Strengthen general education through more strategic integration of transferable skills and career readiness competencies.

Initiative Purpose: Strategic Planning   **Initiative Status:** In Progress

Tasks

1. Evaluate strategies and depths of integrating transferable skills and career readiness competencies across general education curriula, especially at peer and aspirational institutions.
Stakeholders: Workforce industries, college students, university administrators and professors

Start Date:	Due Date:	Priority:	Status:	Requested:	Approved:
09/22/2025	11/14/2025	Medium	Completed	$0.00	$0.00

2. Compare general education at other institutions to Missouri State with emphasis on exploring differences and gaps in transferable skill/ competency readiness implementation.
Stakeholders: Workforce industries, college students, university administrators and professors

Start Date:	Due Date:	Priority:	Status:	Requested:	Approved:
09/22/2025	02/20/2026	Medium	In Progress	$0.00	$0.00

3. Develop recommendations specific to enhancing Missouri State's general education curriculum by focusing on transferable skills and career readiness competencies and submit a report to the Provost Office, ad hoc Faculty Senate Committee on General Education, and CGEIP.
Stakeholders: Workforce industries, college students, university administrators and professors

Start Date:	Due Date:	Priority:	Status:	Requested:	Approved:
02/23/2026	04/10/2026	Medium	In Progress	$0.00	$0.00

Intended Results

No Data Found

Benchmark for Success	
09/26/2025	**Task 1**: Report that provides results from approximately 10 institutions and accessible research. **Task 2**: Document that illustrates key gaps in skill and competency transferability **Task 3**: Report with 6-10 recommendations backed with justifications from our workgroup's review and analysis for improving general education by refocusing on transferable skills and career readiness competencies.

Status Reports	
11/18/2025	The work group has completed a report comparing 10 institutions using a common rubric for evaluating general education programs (Task 1). A subcommittee is being formed to look at Missouri State's general education program in light of the results from the Task 1 document (Task 2), analyzing gaps and opportunities for change. The group is on track to complete this Task 2 on time.

Outcome Assessment (Based on Benchmarks)	
09/26/2025	**Task 1**: Completed Report **Task 2**: Completed Document **Task 3**: Completed Recommendations Report

89 - Use data to align curriculum with workforce demands

Connect Curriculm to Careers and Outcomes: Use data to align curriculum with workforce demands.

Initiative Purpose: Strategic Planning   **Initiative Status:** In Progress

Tasks

1. Identify transferable skills/career readiness competencies relevant to current and projected workforce demands.
Stakeholders:
- Workforce industries
- college students
- university administrators and professors

Start Date:	Due Date:	Priority:	Status:	Requested:	Approved:
09/22/2025	01/15/2026	Medium	In Progress	$0.00	$0.00

2. Map curriculum-based competencies, in and out of general education, to workforce needs.
Stakeholders:
- Workforce industries
- college students
- university administrators and professors

Start Date:	Due Date:	Priority:	Status:	Requested:	Approved:
01/16/2026	04/10/2026	Medium	Pending	$0.00	$0.00

Intended Results

No Data Found

Benchmark for Success

09/26/2025	**Task 1**: List of transferable/career-readiness/marketable skills which are in demand by employers. **Task 2**: Set of sample syallbi linking transferable skills and career readiness competencies to demonstrated workforce needs.

Status Reports	
01/30/2026	Data from Chambers of Commerce along with published research studies and reports was used to compile the list of transferable skills in demand by employers. An annotated bibliography is attached. Additionally, as President Williams goes on his road shows with local employers, Brad Bodenhausen will be sharing results with this group to further inform the deliverable on this initiative. Task 2 in this initiative involves gathering sets of sample syllabi, and we have found information on this in an EAB report resulting in 1 sample syllabus so far.
11/17/2025	The work group has begun compiling existing research on marketable skills in demand by employers (Task 1). A subcommittee has been formed to look into Springfield, KC, and St. Louis Chambers of Commerce data to evaluate relevant trends for areas in which most of our graduates locate. Part of this group will be consulting with a group from Goal 2 on a survey for regional employers to assess not only which skills are in demand but how well MSU graduates are meeting those demands.

Outcome Assessment (Based on Benchmarks)	
09/26/2025	**Task 2**: At least 5 sample syllabi meeting the benchmark requirements.

G1.SWG2 - 1.2 - Promote Interdisciplinary Curriculum, Programming, and Scholarship

Academic Opportunities & Innovation

Strategy Unit Manager: Strobel, Johannes

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161 - Promote Interdisciplinary Curriculum, Programming, and Scholarship

Interdisciplinary curriculum, programming, and scholarship are central to MO State's public affairs mission and to its aspiration of increasing research capacity and visibility. While faculty and students already participate in interdisciplinary research and learning experiences, these efforts are often episodic...

Initiative Purpose: Strategic Plan
Initiative Status: In Progress

Tasks

1. Conduct an Intake Study of Interdisciplinary Programs interdisciplinary Programs
Purpose: Identify and analyze existing interdisciplinary majors, minors, and graduate programs to assess their structures, challenges, and opportunities.
Responsible Parties: Campus faculty, working group, GA staff at GC

Start Date:	Due Date:	Priority:	Status:	Requested:	Approved:
10/13/2025		Medium	In Progress	$0.00	$0.00

2. Benchmarking Against Other Universities' Interdisciplinary Efforts
Purpose: Identify leading practices in interdisciplinary curriculum, programming, and scholarship at peer and aspirational institutions to inform MSU's implementation and continuous improvement.
Responsible Parties: Working group; GA staff at GC

Start Date:	Due Date:	Priority:	Status:	Requested:	Approved:
10/13/2025		Medium	In Progress	$0.00	$0.00

3. Conduct Campus Forums to Spark Interdisciplinary Conversations **Purpose:** Encourage dialogue, visibility, and innovation around interdisciplinary teaching, research, and creative activity across and between colleges.
Responsible Parties: Working group; GA staff at GC

Start Date:	Due Date:	Priority:	Status:	Requested:	Approved:
10/13/2025		Medium	In Progress	$0.00	$0.00

4: Establish a Community of Practice for Methodology/Research/Inquiry Instructors
Purpose: Create a sustained cross-college network to share practices, promote interdisciplinary teaching and research, and enhance methodological literacy across programs
Responsible Parties: Campus community; already ongoing faculty support efforts

Start Date:	Due Date:	Priority:	Status:	Requested:	Approved:
10/13/2025		Medium	In Progress	$0.00	$0.00

5: Collaborate with 'Increase Research Productivity' Team on Planning Research Doctorates
Purpose: Coordinate with the Increase Research Productivity strategic team to assess and plan future interdisciplinary research doctorates that align with institutional priorities and capacity for R2 designation

Start Date:	Due Date:	Priority:	Status:	Requested:	Approved:
		Medium	Pending	$0.00	$0.00

Intended Results
No Data Found

Benchmark for Success
10/13/2025   **Crosscutting through all tasks:** • Develop a new credit/funding formula for interdisciplinary courses and programs by Year 3. • Introduce university awards for interdisciplinary teaching and scholarship by Year 4. • By Year 5, show measurable increases in cross-college research grants, team-taught courses, and interdisciplinary publications **Task 1:** • Complete a comprehensive inventory of interdisciplinary programs at peers (aspirational, current) and places known for interdisciplinary for interdisciplinary work (undergraduate and graduate) by

end of Year 1. Report focuses on structural setup and governance. • Produce a formal report with recommendations on governance, credit allocation, and cross-departmental collaboration, cost-center barriers, duplication, and opportunities for new or expanded programs. • By Year 3, at least two new interdisciplinary initiatives or curricular collaborations launched or in development as a direct result of the study.

Task 2: • Conduct comparative review of at least five peer and five aspirational institutions by Year 2. • Summarize governance, credit allocation, and collaboration models across institutions • Present benchmarking report with actionable recommendations to the Provost's Office and Graduate College • Integrate findings into interdisciplinary program development and faculty incentive structures by Year 3.

Task 3: • Host at least one forum per semester (in-person or hybrid) featuring faculty, students, and community partners. • Ensure representation from every college and both undergraduate and graduate level • Establish an annual 'Interdisciplinary Showcase' through the research week highlighting cross-college research and teaching collaborations. • Achieve at least 75% faculty awareness (measured via internal survey) of interdisciplinary opportunities and incentives by Year 4. • Document and disseminate outcomes and new partnerships resulting from forums (e.g., shared courses, grant proposals, co-advised theses).

Task 4: • By Year 1, identify and recruit faculty across colleges to form the community (representation from all colleges). • By Year 2, host at least two campus-wide collaborative workshops or colloquia on interdisciplinary methods. • Establish a shared online repository of resources, syllabi, and case studies for interdisciplinary and methodological teaching. • By Year 3, publish or present joint scholarly or pedagogical outputs (e.g., conference panels, articles, or grant proposals). • Faculty satisfaction and participation rates show a 10% annual increase in interdisciplinary collaboration, as measured by surveys or engagement data.

Task 5: • See research working group.

Status Reports

No Data Found

Outcome Assessment (Based on Benchmarks)

No Data Found

Academic Opportunities & Innovation

Strategy Unit Manager: Gordon, Nancy

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127 - Increase high-quality online programs

Increase high-quality online programs:>By 2026, use newly collected data to establish a baseline and set a goal.>Achieve a meaningful increase by 2030. (Igniting Opportunity Strategic Plan Charge)

Initiative Purpose: Strategic Plan   **Initiative Status:** In Progress

Tasks

1. Identify existing marketing data on high-demand and/or 'niche' online programs that will distinquish MSU in the online market through EAB, GrayDI, RisePoint and make data available to academic units.
Responsible Parties: Provost Office, Institutional Effectiveness
Stakeholders: Academic Unit Leaders, Program Coordinators, Faculty

Start Date:	Due Date:	Priority:	Status:	Requested:	Approved:
10/01/2025	06/30/2026	Medium	In Progress	$0.00	$0.00

2. Develop the framework for a competitive grant program to support the development of new high-demand online programs. Facilitate Faculty Focus Groups to gather input and assist with needs assessment.
Responsible Parties: Provost Office, Faculty Focus Group, Academic Units, Faculty Center for Teaching and Learning.
Stakeholders: Academic Programs, Academic Unit Leaders, Faculty, Students

Start Date:	Due Date:	Priority:	Status:	Requested:	Approved:
01/01/2026	06/30/2026	Medium	Pending	$10,646.00	$10,646.00

3. Implement a quality initiative pilot self-review process that provides a stipend for faculty to reflect on strengths and weaknesses of their current online course through the lens of Quality Matters research-supported essential standards.
Responsible Parties: Faculty Center for Teaching and Learning, Faculty members participating in QM self-review.
Stakeholders: Faculty, Students
Notes: The working group will review outcomes data from courses that go through the QM review and certification

Start Date:	Due Date:	Priority:	Status:	Requested:	Approved:
10/01/2025	05/29/2026	Medium	In Progress	$11,085.00	$11,085.00

4. Offer faculty that have completed the QM self-review the opportunity to pursue the first course for the QM Instructor Certification. Faculty will receive a stipend and QM badge toward their full certification. Funding for this initial course and stipends will be provided by seed funds from the Igniting Opportunities strategic plan.
Responsible Parties: FCTL, Quality Matters
Stakeholders: Faculty, Students
Notes: The working group will review outcomes data from courses that go through the QM review and certification

Start Date:	Due Date:	Priority:	Status:	Requested:	Approved:
01/01/2026	12/31/2026	Medium	Pending	$16,727.00	$16,727.00

5. Review effectiveness of current online programs to set benchmarks and areas of improvements.
Responsible Parties: Provost Office, Institutional Effectiveness, SGA, Director of Curriculum Planning and Management, Director of Adult Student Services, FCTL.
Stakeholders: Students, Faculty, Academic Units, other support units.

Start Date:	Due Date:	Priority:	Status:	Requested:	Approved:
01/01/2026	12/31/2026	Medium	Pending	$2,325.00	$2,325.00

6. Identify areas where university resources and infrastructure can be enhanced to better support online programs. Form Student Focus Group to gather feedback on the student experience to identify barriers and improvements needed.
Responsible Parties: Provost Office.
Stakeholders: Faculty, Staff, Students

Start Date: 01/01/2026	Due Date: 12/31/2026	Priority: Medium	Status: Pending	Requested: $0.00	Approved: $0.00

7. Expand Awareness of and participation in the StreamlinED program. Expand StreamlinED partnership with Access Tech Center to ensure all materials meet WCAG 2.1AA accessibility standards.
Responsible Parties: MSU Bookstore - Course Materials Manager, Access Tech Center, Meyer Library
Stakeholders: Faculty, Students

Start Date: 09/25/2025	Due Date: 12/27/2030	Priority: Medium	Status: Ongoing	Requested: $0.00	Approved: $0.00

8. Coordinate with the SEM Plan strategy group to evaluate current adoption rate of OERs and OpenMSU. Increase adoption and promotion of OER usage.
Responsible Parties: Meyer Library, FCTL, SEM Strategic Plan work group
Stakeholders: Faculty, Students

Start Date: 01/01/2026	Due Date: 12/31/2026	Priority: Medium	Status: Ongoing	Requested: $0.00	Approved: $0.00

Intended Results
No Data Found

Benchmark for Success	
09/26/2025	**Task 1**: Data is made available through shared platforms and targeted communication channels. **Task 2**: Focus Groups will meet Spring 2026. There will be a Call for Grant Applications in Fall 2026 and three programs will be accepted to begin development in Spring 2027. **Task 3**: QM self-review rubric and supporting documentation is available on the FCTL website. Target of 10% of full-time faculty members teaching online in Fall 2025 will complete this self-review. **Task 4**: Target will be 30% of faculty that have completed the QM self-review. **Task 5**: Review data on existing online programs to ensure all requirements can be completed remotely. Review existing program data using metrics of persistence, graduation rates, employment after graduation, learner satisfaction, faculty-learner ratio, and other metrics to measure cost-effectiveness.

Survey academic support units to ensure distance learners can complete all services and business transactions online.

Task 6: Organizational staffing, infrastructure, and alignment that supports future growth of online programs.

Task 7: Provide a one price flex model for Fall 2026 through StreamlinED for undergraduates or combination of undergrad and graduate students with tiered pricing.

Task 8: Coordinate with the SEM Plan strategy group to evaluate the use of OERs, identify courses, faculty, and content. Incentivize the creation and adoption of OERs through mini-grants. Market courses utilizing OERs. Secure institutional partnership with OpenStax and/or other digital textbook platforms.

Status Reports
No Data Found

Outcome Assessment (Based on Benchmarks)	
09/26/2025	**Task 1**: Academic Units will use data in planning online programs and applying for competitive online development internal grant. **Task 2**: Complete Needs Assessment report. Design a faculty development program that meets faculty needs identified and goals of the university for increasing online degree programs. **Task 3**: 75 faculty will complete QM self-review and improve their online course during FY-26. **Task 4**: 27 faculty will complete QM APPQMR course earning their first credential toward QM Instructor certification by Dec 2026. **Task 5**: Report provided to the Office of the Provost on focus group findings.

G1.SWG4 - 1.4 - Foster Increased Research Productivity

Academic Opportunities & Innovation

Strategy Unit Manager: Rebaza-Vasquez, Jorge

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92 - Conduct a campus-wide consultation on research doctorates.

Conduct a campus-wide consultation on research doctorates.

Initiative Purpose: Strategic Plan   **Initiative Status:** In Progress

Tasks

Coordinate centrally through Academic Affairs to bring in external speakers, engage faculty across disciplines, and facilitate campus conversations. This process will identify programs aligned with MSU's strengths and conclude with recommendations for priority doctoral areas and seed investments to support exploratory planning
Responsible Parties: Office of the Provost , Graduate College; Research Productivity Strategy (RPS) Working Group
Stakeholders: Faculty, Deans, Graduate College, Academic Unil Leaders, Board of Governors, State partners, Future Students
Notes: Supports R2 aspiration

Start Date: 10/01/2025	Due Date: 08/28/2026	Priority: Medium	Status: In Progress	Requested: $50,000.00	Approved: $50,000.00

Intended Results

No Data Found

Benchmark for Success

09/26/2025	- At least 3 external speakers hosted - Broad faculty/staff participation across all colleges - Written report with recommendations for 2–3 priority doctoral areas by end of year

- At least 5 SEED grants given to departments

Status Reports	
01/28/2026	The working group is currently finalizing plans for upcoming spring activities, including securing external speakers to support campus-wide conversations about research doctoral education. In parallel, faculty groups are being organized to begin focused discussions around interdisciplinary opportunities aligned with the emerging Missouri State model for research doctorates. To support transparency and ongoing communication, a dedicated webpage has been launched on the Graduate College website to centralize materials, updates, and information related to PhD planning and next steps: https://graduate.missouristate.edu/FacultyStaff/PhDPlanning.htm.
01/21/2026	On January 20, 2026, the working group convened a second campus-wide open forum to share the emerging Missouri State model for research doctorates and explicitly connect it to the established parameters guiding PhD program design. The session had over 100 participants, both online and in person. It included a brief recap of the initial forum, a detailed presentation of the proposed doctoral model, and extended time for questions and discussion. Faculty questions during this forum were notably more focused on implementation and logistics, indicating increased understanding of the model and its intent. Feedback centered on the resources and infrastructure necessary to operationalize the model, providing valuable direction for refining next steps and informing spring consultations and workshops.
12/08/2025	On December 8, 2025, the working group hosted a campus-wide faculty forum to begin exploring Missouri State's PhD landscape and to focus explicitly on *how* doctoral programs should be designed, rather than identifying specific programs. The session drew more than 80 participants across in-person and virtual formats. Through a structured activity, facilitated discussion, and a framing presentation, faculty engaged deeply with key parameters guiding PhD development at MSU. The discussion generated significant and thoughtful questions, particularly related to the proposed doctoral design model, expectations, and institutional readiness, underscoring both strong interest and the need for continued clarity and shared understanding. The session concluded with an overview of next steps and spring follow-up workshops to further refine the model and address faculty questions.

Outcome Assessment (Based on Benchmarks)	

94 - Create mechanisms to document, count, and showcase research.

Create mechanisms to document, count, and showcase research.

Initiative Purpose: Strategic Planning   **Initiative Status:** In Progress

Tasks

Establish a clear system to track both funded and non-funded scholarly activity—including publications, performances, exhibitions, and other contributions—while also teasing apart research expenditures in academics. This will provide a baseline for setting targets, celebrating achievements, and communicating the impact of MSU research.ross disciplines, and facilitate campus conversations. This process will identify programs aligned with MSU's strengths and conclude with recommendations for priority doctoral areas and seed investments to support exploratory planning
Responsible Parties: Office of Institutional Research; Office of the Provost; Research Productivity Strategy Working Group; MarCom
Stakeholders: Faculty, Deans, Graduate College, Academic Unil Leaders, MarCom
Notes: Links to Strategic Plan Goal 5 ("Centralize Academic Success Stories").

Start Date: 10/01/2025	Due Date: 07/31/2026	Priority: Medium	Status: In Progress	Requested: $0.00	Approved: $0.00

Intended Results

No Data Found

Benchmark for Success

09/26/2025
- Mechanism finalized in collaboration with Institutional Research
- Research dashboard launched
- First annual research productivity report published

Status Reports

01/28/2026 | To advance the development of systems for documenting, counting, and showcasing research activity, the working group has initiated coordination with Institutional Research. These early conversations are focused on understanding existing data sources, identifying gaps in how scholarly activity is currently

captured, and exploring mechanisms to more comprehensively track both funded and unfunded research. This work will inform the development of clearer, more consistent approaches to measuring and communicating research productivity across the institution.

Outcome Assessment (Based on Benchmarks)	
09/26/2025	Research dashboard operational; annual report disseminated; increased visibility of faculty productivity

93 - Identify the infrastructure needed to support R2 research.

Identify the infrastructure needed to support R2 research.

Initiative Purpose: Strategic Planning   **Initiative Status:** In Progress

Tasks

Provide the systems, resources, and staffing needed to grow scholarly productivity, benchmark against peer and aspirational R2 institutions, and prepare a phased plan for expanding research capacity.
Responsible Parties: Office of the Provost; VP for Community & Global Partnerships; RPS Working Group; Office of Institutional Research; VP for Administrative and Financial Services; Offices (Research Administration, Research Compliance, and Grants Accounting)
Stakeholders: Faculty Senate, Graduate College, Grant holders Research-active faculty, JVIC, Deans
Notes: Could tie to creation of new administrative leadership role noted in CAP recommendations.

Start Date:	Due Date:	Priority:	Status:	Requested:	Approved:
09/01/2025	05/31/2026	Medium	In Progress	$0.00	$0.00

Intended Results

No Data Found

Benchmark for Success

09/26/2025
- Gap analysis report completed
- Peer benchmarking summary
- Stakeholder listening sessions held (faculty, grad students, deans)
- Draft phased implementation plan delivered

Status Reports

12/05/2025
As part of the research infrastructure task, representatives from each academic college met with the working group on December 5, 2025 to discuss the resources, systems, and supports needed to increase overall research productivity, strengthen grant activity, and effectively support research doctoral

programs. These consultations provided college-level perspectives on current gaps and priority needs related to research growth and sustainability. The input from these discussions was systematically organized and shared with the full committee to inform ongoing analysis and next steps.

Outcome Assessment (Based on Benchmarks)	
09/26/2025	Delivery of phased plan approved by leadership

95 - Promote our move to R2.

Promote our move to R2.

Initiative Purpose: Strategic Planning   **Initiative Status:** In Progress

Tasks

Announce the university's aspirational goal as a signal that MSU is growing to serve the needs of our region and beyond. Use this message to strengthen community support and demonstrate our commitment to recruiting and retaining faculty and staff who will advance this vision.
Responsible Parties: President's Office; Office of the Provost; Strategic Communications
Stakeholders: Faculty, Staff, Students, Alumni, Donors, Legislators, Community Partners
Notes: Announcement frames R2 as aspirational but grounded in MSU's mission.

Start Date:	Due Date:	Priority:	Status:	Requested:	Approved:
01/01/2026	05/31/2026	Medium	In Progress	$0.00	$0.00

Intended Results

No Data Found

Benchmark for Success

09/26/2025
- Public announcement made
- Communication plan executed across campus and external channels
- Messaging integrated into recruitment, fundraising, and legislative advocacy

Status Reports

No Data Found

Outcome Assessment (Based on Benchmarks)

09/26/2025   Successful launch of R2 communication campaign; survey feedback shows awareness among key groups

G1.SWG5 - 1.5 - Elevate Missouri State's National Profile in Teaching and Research

Academic Opportunities & Innovation

Strategy Unit Manager: Woolsey, Mark

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112 - Boost research status of MSU

Boost research status of MSU, quality and quantity of online offerings, and the addition of new PhD programs

Initiative Purpose: Strategic Planning   **Initiative Status:** In Progress

Tasks

1. Use peer & aspirational institution lists to determine library needs at the R2 level. Examine 'phase model' to determine resources to best support initial PhD programs.

Start Date:	Due Date:	Priority:	Status:	Requested:	Approved:
01/01/2026	12/31/2026	Medium	In Progress	$5,000.00	$0.00

2. Begin accreditation process for inaugural research PhD program in 2026.

Start Date:	Due Date:	Priority:	Status:	Requested:	Approved:
01/01/2026		Medium	In Progress	$0.00	$0.00

Intended Results

No Data Found

Benchmark for Success

09/26/2025	**Task 1**: Needs assessment and priority list produced within one year.

Task 2: Identify likely program(s) for introducing PhD offering at MSU. Initiate accreditation and approval process.

Status Reports
No Data Found

Outcome Assessment (Based on Benchmarks)
No Data Found

109 - Enhance Online Education

Enhance Online Education

Initiative Purpose: Strategic Planning   **Initiative Status:** In Progress

Tasks

1. Improve standardization of Brightspace use for a more consistent student experience

Start Date:	Due Date:	Priority:	Status:	Requested:	Approved:
		Medium	Ongoing	$0.00	$0.00

2. Improve standardization of Brightspace use for a more consistent student experience; examine feasability of adopting a 'Brightpsace Blackbelt' program for users.

Start Date:	Due Date:	Priority:	Status:	Requested:	Approved:
		Medium	Ongoing	$5,000.00	$0.00

Intended Results

No Data Found

Benchmark for Success

09/26/2025	**Task 1**: Have a participating faculty member from each college to assist with consultations in course construction. **Task 2**: Have multiple faculty from each college participate in the program in its first year.

Status Reports

No Data Found

Outcome Assessment (Based on Benchmarks)

No Data Found

110 - Incentivize and promote effective teaching and programs

Incentivize and promote effective teaching and programs

Initiative Purpose: Strategic Planning   **Initiative Status:** In Progress

Tasks

1. Expand internal 'mini-grant' offerings to faculty between Assessment & FCTL and/or find additional incentives for participation.

Start Date:	Due Date:	Priority:	Status:	Requested:	Approved:
11/01/2025		Medium	Ongoing	$11,000.00	$0.00

2. Update and publicize Assessment's 'Faculty Funding and Support' pamphlet on internal grant offerings for (incoming) faculty highlighting funding resources and contacts

Start Date:	Due Date:	Priority:	Status:	Requested:	Approved:
		Medium	Discontinued	$1,000.00	$0.00

3. Analyze historic university strengths using data (e.g., NSSE 2016-2025)

Start Date:	Due Date:	Priority:	Status:	Requested:	Approved:
		Medium	Completed	$0.00	$0.00

Intended Results

No Data Found

Benchmark for Success

09/26/2025	**Task 1**: Offer grants to >5 faculty in first year. **Task 2**: Distribute pamphlet at new faculty functions and all-faculty events (e.g., award luncheon) **Task 3**: Share data reports and analysis with colleges and programs.

Status Reports

No Data Found

Outcome Assessment (Based on Benchmarks)

No Data Found

111 - Promote strengths of accredited Programs

Promote strengths of accredited Programs, strategically implement additional accreditations where it serves Plan goals

Initiative Purpose: Strategic Planning   **Initiative Status:** In Progress

Tasks

1. Identify programs eligible for external accreditation and likely benefits of achieving accreditation.

Start Date:	Due Date:	Priority:	Status:	Requested:	Approved:
		Medium	In Progress	$0.00	$0.00

2. Identify competitive advantage of existing external program accreditations

Start Date:	Due Date:	Priority:	Status:	Requested:	Approved:
		Medium	In Progress	$0.00	$0.00

Intended Results

No Data Found

Benchmark for Success

09/26/2025	**Task 2**: Include strengths of five accredited programs in marketing materials.

Status Reports

No Data Found

Outcome Assessment (Based on Benchmarks)

No Data Found

G2.SWG1 - 2.1 - Promote Experiential Learning

Community Partnerships & Economic Development

Strategy Unit Manager: Hoelscher, Carrisa

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164 - 1. Definitions & Academic Unit Data Collection

Working group will establish and publicize a definition of experiential learning (EL), service learning (SL), and high-impact educational experiences (HIEE) that is aligned with the anchor institution and public affairs mission framework.100% of academic units will measure what is already being conducted that aligns with EL definition (see p. 14 of strategic plan for examples).100% of academic units will provide a recommended timeline for student participation in EL that highlights the importance of participation early/often.Existing financial support for EL (within university units) will be measured/tracked to establish a baseline.

Initiative Purpose: Unit Plan Objective   **Initiative Status:** In Progress

Tasks

Definitions:
1. Working group will establish and publicize a definition of experiential learning (EL), service learning (SL), and high-impact educational experiences (HIEE) that is aligned with the anchor institution and public affairs mission framework.

Start Date:	Due Date:	Priority:	Status:	Requested:	Approved:
09/01/2025	10/31/2025	High	Completed	$0.00	$0.00

Academic Unit Data Collection:
2. 100% of academic units will measure what is already being conducted that aligns with EL definition (see p. 14 of strategic plan for examples).
3. 100% of academic units will provide a recommended timeline for student participation in EL that highlights the importance of participation early/often.
4. Existing financial support for EL (within university units) will be measured/tracked to establish a baseline.

Start Date:	Due Date:	Priority:	Status:	Requested:	Approved:
11/03/2025	04/30/2026	High	In Progress	$0.00	$0.00

Intended Results

No Data Found

Benchmark for Success

No Data Found

Status Reports

02/03/2026	Survey to be distributed to all academic units (early February 2026); funding to be utilized to incentivize completion. Due date: mid-March.
12/01/2025	• Drafted survey items to collect data on currently existing experiential learning opportunities at MO State (data to be collected both from academic units and from students)
12/01/2025	• Finalized **definitions** of experiential learning (EL), high impact educational experiences (HIEE), and service learning (SL); posted on our strategy website

Outcome Assessment (Based on Benchmarks)

No Data Found

165 - 2. Student Communication & Assessment

Communication plan will be developed to promote EL to students.Establish a benchmark of student awareness of EL opportunities/benefits using the Exit Survey.

Initiative Purpose: Unit Plan Objective　　　　　　　　　　　　　　　　**Initiative Status:** In Progress

Tasks

1. Communication plan will be developed to promote EL to students.

Start Date:	Due Date:	Priority:	Status:	Requested:	Approved:
09/01/2025	12/08/2025	High	In Progress	$0.00	$0.00

2. Establish a benchmark of student awareness of EL opportunities/benefits using the Exit Survey.

Start Date:	Due Date:	Priority:	Status:	Requested:	Approved:
11/03/2025	04/30/2026	High	In Progress	$0.00	$0.00

Intended Results

No Data Found

Benchmark for Success

No Data Found

Status Reports

02/04/2026	Working with Assessment & Accreditation to pull relevant NSSE data and add EL items to Exit Survey

Outcome Assessment (Based on Benchmarks)

No Data Found

166 - 3. EL Proposals

Process will be developed and initiated to solicit/fund proposals for EL exploratory efforts and advertising strategies.

Initiative Purpose: Unit Plan Objective   **Initiative Status:** In Progress

Tasks

Process will be developed and initiated to solicit/fund proposals for EL exploratory efforts and advertising strategies.

Start Date: 10/01/2025	Due Date: 04/30/2026	Priority: High	Status: In Progress	Requested: $0.00	Approved: $0.00

Intended Results

No Data Found

Benchmark for Success

No Data Found

Status Reports

02/04/2026	Fund Exploratory EL Projects: • Issued Call for Proposals in late FA26; received 27 applications requesting $270k in total • Funded 8 projects, $25k total • Prioritized key criteria: viability/sustainability of project; authentic connection to Public Affairs Mission; impact on students; collaborative/interdisciplinary nature; innovation, creativity, novelty Title Unit/Partners PI Catching Community TLDS (COE) / Community Partnership of the Ozarks Joanna Cemore Brigden Civic Educators in Action

History / Political Science (RCASH)
Michelle Morgan
Cultivating Competence: Embedding Experiential Research into Plant Science Courses
ASC (DCOA) / Convoy of Hope
Steven Schneider
Interprofessional Wellness Program
Health Sciences (MCHHS)
Stacy Goddard
Leadership Institute
Student Resource Center (VPSA)
Nina Barudzic
Rural Education Experiences for Pre-Service Teachers
Center for Rural Education (TLDS/COE)
Rhonda Bishop
Unconference: Teen Dating Violence Prevention
Criminology (RCASH)
Paula Rector
Unlearning Ageism: An Intergenerational Experiential Approach to Creating Age-Positive Curriculum
SAG (RCASH), TLDS (COE), Adult Student Services, Digital Humanities Lab, MSU Libraries, Ozarks Public Television
Maureen Templeman

12/01/2025	• Launched a call for proposals to fund **Experiential Learning Project Grants** ○ Deadline for submission: December 12 ○ Call and submission form posted on our strategy website

Outcome Assessment (Based on Benchmarks)
No Data Found

167 - 4. HIEE/EL Course Designation

In year one, working group will explore process for establishing HIEE course designation and develop project plan (to be implemented in years 2-3).

Initiative Purpose: Unit Plan Objective   **Initiative Status:** Not Started

Tasks

In year one, working group will explore process for establishing HIEE course designation and develop project plan (to be implemented in years 2-3).

Start Date: 01/05/2026	Due Date: 04/30/2026	Priority: Medium	Status: In Progress	Requested: $0.00	Approved: $0.00

Intended Results

No Data Found

Benchmark for Success

No Data Found

Status Reports

No Data Found

Outcome Assessment (Based on Benchmarks)

No Data Found

168 - 5. Direct-to-Student Funding

Develop/expand direct-to-student funding opportunities (e.g., scholarships, cost offsets, etc.) specifically for experiential learning as funding/support allows.

Initiative Purpose: Unit Plan Objective   **Initiative Status:** In Progress

Tasks

Develop/expand direct-to-student funding opportunities (e.g., scholarships, cost offsets, etc.) specifically for experiential learning as funding/support allows.

Start Date: 10/01/2025	Due Date: 04/30/2026	Priority: High	Status: In Progress	Requested: $0.00	Approved: $0.00

Intended Results

No Data Found

Benchmark for Success

No Data Found

Status Reports

02/03/2026	•Increase financial support for EL: Exploring multiple pathways for providing "direct-to-student" funding ($50k), including: •Education Abroad (decreasing costs for Bears in Mexico trip) •Internships in developing Interdisciplinary Innovation Institute •Reducing barriers for students in programs with required practicum hours (transportation costs, required materials, exam fees, etc.)

Outcome Assessment (Based on Benchmarks)

No Data Found

169 - 6. Digital Tool Exploration

Leverage digital tools to track, report, and increase access to experiential learning. In year one, working group will explore digital tools available and make recommendations for future investments.

Initiative Purpose: Unit Plan Objective   **Initiative Status:** In Progress

Tasks

Leverage digital tools to track, report, and increase access to experiential learning. In year one, working group will explore digital tools available and make recommendations for future investments.

Start Date:	Due Date:	Priority:	Status:	Requested:	Approved:
09/01/2025	04/30/2026	Medium	In Progress	$0.00	$0.00

Intended Results

No Data Found

Benchmark for Success

No Data Found

Status Reports

No Data Found

Outcome Assessment (Based on Benchmarks)

No Data Found

170 - 7. Community Partner Connections & Data Collection

Community Partner Connections & Data Collection

Initiative Purpose: Unit Plan Objective   **Initiative Status:** In Progress

Tasks

1. Communication plan will be developed to promote EL to community partners (i.e., contribution to "menu" of offerings).

Start Date:	Due Date:	Priority:	Status:	Requested:	Approved:
09/01/2025	04/30/2026	High	In Progress	$0.00	$0.00

2. In year one, working group will connect with other relevant working groups to establish data collection/benchmarking processes for funding from external partners.

Start Date:	Due Date:	Priority:	Status:	Requested:	Approved:
09/01/2025	04/30/2026	High	In Progress	$0.00	$0.00

3. In year one, working group will establish a process for developing/documenting connections between experiential learning and community/industry partners.

Start Date:	Due Date:	Priority:	Status:	Requested:	Approved:
09/01/2025	04/30/2026	High	In Progress	$0.00	$0.00

Intended Results

No Data Found

Benchmark for Success

No Data Found

Status Reports

No Data Found

Outcome Assessment (Based on Benchmarks)
No Data Found

85 - Define, Assess and Promote Experiential Learning

Define, Assess, and Promote Experiential Learning

Initiative Purpose: Strategic Planning   **Initiative Status:** In Progress

Tasks

1a: Define and assess experiential learning
Responsible Parties: Working group, AULs, Provost's Leadership Team
Stakeholders: Students, faculty, staff, advisors, community partners

Start Date:	Due Date:	Priority:	Status:	Requested:	Approved:
09/01/2025		Medium	In Progress	$0.00	$0.00

1b: Promote experiential learning
Responsible Parties: Working group, AULs, Provost's Leadership Team, non-academic units offering/supporting EL
Stakeholders: Students, faculty, staff, advisors, community partners

Start Date:	Due Date:	Priority:	Status:	Requested:	Approved:
09/01/2025		Medium	In Progress	$25,000.00	$25,000.00

1c: Establish process for HIEE course designation
Responsible Parties: Working group, Faculty Senate, Registrar, Computer Services
Stakeholders: Students, faculty, staff, advisors, community partners

Start Date:	Due Date:	Priority:	Status:	Requested:	Approved:
09/01/2025		Medium	In Progress	$0.00	$0.00

Intended Results

No Data Found

Benchmark for Success

09/26/2025	**Task 1a:** 1. Working group will establish and publicize a definition of experiential learning (EL)/high-impact educational experience (HIEE) that is aligned with the anchor institution framework and public affairs mission. 2. 100% of academic units will submit a definition of EL aligned with our framework. 3. 100% of academic units will measure what is already being conducted that aligns with EL definition (see p. 14 of strategic plan for examples). (FUNDING REQUEST in correlation with 2a - Priority 3) **Task 1b:** 1. 100% of academic units will provide a recommended timeline for student participation in EL that highlights the importance of participation early/often. 2. Communication plan will be developed to promote EL to students and community partners (i.e., contribution to ""menu"" of offerings). 3. Establish a benchmark of student awareness of EL opportunities/benefits using the Exit Survey. 4. Process will be developed and initiated to solicit/fund proposals for EL exploratory efforts and advertising strategies. (FUNDING REQUEST - Priority 2) **Task 1c:** In year one, working group will explore process for establishing HIEE course designation and develop project plan (to be implemented in years 2-3).

Status Reports

No Data Found

Outcome Assessment (Based on Benchmarks)

09/26/2025	**Task 1a:** Tracking completion of data collection from academic units. **Task 1b:** Tracking completion of data collection from academic units/students.

86 - Expand experiential learning

Expand experiential learning

Initiative Purpose: Strategic Planning   **Initiative Status:** In Progress

Tasks

2a: Increase scholarships and other financial support for experiential learning.
Responsible Parties: Working group, other relevant working groups, Foundation, AULs, Community & Global Partnerships division
Stakeholders: Students, faculty, staff, community partners, donors

Start Date:	Due Date:	Priority:	Status:	Requested:	Approved:
09/01/2025		Medium	In Progress	$60,000.00	$60,000.00

2b: Leverage digital tools to track, report, and increase access to experiential learning
Responsible Parties: Working group, other relevant working groups
Stakeholders: Students, faculty, staff, community partners, donors

Start Date:	Due Date:	Priority:	Status:	Requested:	Approved:
09/01/2025		Medium	In Progress	$0.00	$0.00

Intended Results

No Data Found

Benchmark for Success

09/26/2025

Task 2a:
1. Develop/expand direct-to-student funding opportunities (e.g., scholarships, cost offsets, etc.) specifically for experiential learning as funding/support allows. (FUNDING REQUEST - Priority 1)
2. Existing financial support for EL will be measured/tracked to establish a baseline. (FUNDING REQUEST in correlation with 1a - Priority 3)
3. In year one, working group will connect with other relevant working groups to establish data collection/benchmarking processes for funding from external partners.

Task 2b: In year one, working group will explore digital tools available and make recommendations for future investments.

Status Reports
No Data Found

Outcome Assessment (Based on Benchmarks)	
09/26/2025	**Task 2a:** Tracking number of students funded; documenting retention and engagement outcomes. Establishing baseline benchmarks for future work.

87 - Expand practical learning experiences

Expand practical learning experiences

Initiative Purpose: Strategic Planning   **Initiative Status:** In Progress

Tasks

3a: Develop and promote experiential learning that addresses community and industry challenges, fostering student innovation and civic engagement.
Stakeholders: Students, faculty, staff, community/industry partners

Start Date: 09/01/2025	Due Date:	Priority: Medium	Status: In Progress	Requested: $0.00	Approved: $0.00

Intended Results

No Data Found

Benchmark for Success

09/26/2025	**Task 3a:** In year one, working group will establish a process for developing/documenting connections between experiential learning and community/industry partners.

Status Reports

No Data Found

Outcome Assessment (Based on Benchmarks)

No Data Found

G2.SWG2 - 2.2 - Support Technology Commercialization and Entrepreneurship

Community Partnerships & Economic Development

Strategy Unit Manager: Munday, Rachel

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96 - Support Technology Commercialization and Entrepreneurship

Initiative Purpose: Strategic Planning   **Initiative Status:** In Progress

Tasks

1. Launch the Innovation Institute at Missouri State University
Stakeholders: Students, Faculty, Staff, Administrators
Notes: The mission of the Institute will be to develop a culture emphasizing an entrepreneurial mindset, innovation, and creativity across our campus community and in all academic colleges. The Institute will also serve as a gateway, connecting internal and external stakeholders for high-impact learning opportunities (e.g., class/consulting projects, facutly/student research projects).
Stakeholder Engagement and Institute Center Plan Development
- Cross-campus and community partner engagement to inform pilot activities and Institute planning
- Draft Center Plan in progress
- Alignment with MO State academic mission, workforce needs, and community impact goals
Pipeline Acceleration
- K-12 Engagement – Early exposure to innovation and entrepreneurship pathways
    - GO CAPS / SPS
    - Greater Ozarks Cooperating School Districts
- Student Internships & Project Discovery - Hands-on, employer-driven learning experiences
Pilot Activities
- Academic Credit - MO State Lead – HR / efactory and SBDC / COB
- Entrepreneurship Lab Activation at efactory Holiday Event
- Taney County Partnership Project

- HST-ENT Class Project
- ENT-LIB Lab Coordination and Collaboration
- Research Week Panel - Showcasing applied research and community impact

Start Date:	Due Date:	Priority:	Status:	Requested:	Approved:
09/01/2025	06/30/2026	Medium	In Progress	$175,000.00	$0.00

2. Launch a Speaker Series focused on innovation and entrepreneurship.
Stakeholders: Students, Faculty, Staff, Administrators
Notes: 1 National and 1 local speaker each academic year; 1 speaker each semester (FA, SP). Speakers will come from various backgrounds and industries, but all will have a focus on creativity and/or innovation.
- Format developed to complement Institue launch
- Initial speakers identified to build momentum and visibility

Start Date:	Due Date:	Priority:	Status:	Requested:	Approved:
01/01/2026	08/31/2026	Medium	In Progress	$20,000.00	$0.00

3. Develop and launch a Faculty Fellows program.
Stakeholders: Faculty
Notes: Faculty fellows will come from different academic colleges (RCASH, COB, COE, CNAS, MCHHS, DCOA) and will commit to one-year fellowships. Each fellow will have 'office hours' in the Institute office, will collaborate on projects for the Institute, and will have one major project focused on their home college. Fellows will also be expected to build grassroots support for Institute mission in their home colleges.
- Early framework drafted
- Final design pending outcomes of Institute stakeholder engagement

Start Date:	Due Date:	Priority:	Status:	Requested:	Approved:
09/01/2025	12/31/2025	Medium	In Progress	$22,500.00	$0.00

4. Convene a university-wide Advisory Council with a clear charge to advise the Innovation Institute. (Note: this Advisory Council will have broader initial responsibilities to guide Goal 2 approach to strategic collaborations.)
Stakeholders: Students, Faculty, Staff, Administrators

Notes: Advisory Council will be comprised of faculty, staff, students, community stakeholders, and industry leaders and will advise the Institute on strategic and operational matters.

Start Date: 09/01/2025	Due Date: 06/30/2026	Priority: Medium	Status: In Progress	Requested: $0.00	Approved: $0.00

5. Increase visibility of and tours to efactory, JVIC, and related facilities.
Stakeholders: Students, Faculty, Staff, Administrators
Notes: Consistent with Goal 2, Strategy 2, Task 1 in Strategic Plan.
- Coodinating efactory + JVIC tours with Goal 5 Bring the Community In, Send the Campus Out Work Group

Start Date: 09/01/2025	Due Date: 06/30/2026	Priority: Medium	Status: Ongoing	Requested: $0.00	Approved: $0.00

6. Initiate Disovery Meetings to understand current University resources, new product development and/or licensing/patenting activities, and existing initiatives that can be leveraged to support this strategy.
Stakeholders: Students, Faculty, Staff, Administrators
Notes: Consistent with Goal 2, Strategy 2, Tasks 2-5 in Strategic Plan.
- Discovery meetings underway to map and assess existing campus resources
- efactory hosted Research Resources & Partnership Panel for faculty/staff on 11/20/25
- Identifying collaboration opportunities and gaps for future strategy

Start Date: 09/01/2025	Due Date: 06/30/2026	Priority: Medium	Status: In Progress	Requested: $0.00	Approved: $0.00

Intended Results

No Data Found

Benchmark for Success

09/26/2025	**Task 1:** Complete University Center/Institute proposal process, launch Institute, progress on Tasks 2-6, hire Director **Task 2**: Securing two speakers to come to campus

Task 3: Advertise for and select 3 faculty fellows
Task 4: Identify council members, convene for initial meeting
Task 5: Increased awareness among university stakeholders of efactory, JVIC, and affiliated locations (e.g., Brick City)
Task 6: Meetings with academic colleage leadership, efactory, JVIC, General Counsel, and others.

Status Reports

09/26/2025	**Task 1:** Initial SWG meeting complete, awaiting funding approval **Task 2:** Initial SWG meeting complete, awaiting funding approval **Task 3:** Initial SWG meeting complete, awaiting funding approval **Task 4:** Initial SWG meeting complete **Task 5**: Initial SWG meeting complete **Task 6:** Initial SWG meeting complete

Outcome Assessment (Based on Benchmarks)

09/26/2025	**Task 1:** Director hired, successful launch, progress made on Tasks 2-6, establish procedures to collaborate with efactory, identify potential recurring funding sources. **Task 2**: Bringing two speakers to campus, attendance at keynote presentation, number and quality of other engagement activities (e.g., classroom presentations, 1:1 meetings, lunches, etc.), feedback from campus community about quality of each speaker visit. **Task 3:** Selecting three fellows, increased interest in entrepreneurship/creativity/innovation in home colleges, progress made on major projects, meaningful Institute-related interactions (e.g., classroom visits, 1:1 meetings with facutly, administrators, staff, students, advisory board members, etc). **Task 4:** Forming of Council, develop Council charter, and host inaugural meeting. **Task 5:** Increased number of tours and/or guests in efactory, JVIC, and related locations (e.g., Brick City). New relationships/processes established with Human Resources, Provost Office, Admissions, and Office of Student Engagement. **Task 6**: Number of meetings with University stakeholders. Process created to catalog university resources. Schedule to host informational sessions with faculty/staff/students about new product development, licensing/patenting activities, applying for grants, etc.

Community Partnerships & Economic Development

Strategy Unit Manager: Munday, Rachel

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99 - Deliver Talent Development & Training

Deliver Talent Development & Training

Initiative Purpose: Strategic Planning   **Initiative Status:** In Progress

Tasks

Explore opportunities to expand professional development via specialized certificates, alternative credential (micro-credential) courses and cohort programs that address high-demand skills. Work with employers to see what micro-credentials are being sought by employees and evaluate offering credit for prior learning/prior work.
Responsible Parties: Share Talent working group, other working groups, Deans & faculty, HR, other campus partners.
Stakeholders: Local workforce, current and potential students, community employers

Start Date:	Due Date:	Priority: Medium	Status: In Progress	Requested: $0.00	Approved: $0.00

Intended Results

No Data Found

Benchmark for Success

09/26/2025	Receive data/information on existing micro-credentials sought. Evaluating the ability to award academic credit for prior experience or transferring existing industry credential into MSU credit. Identify willing partners in various colleges and HR.

Status Reports	
11/25/2025	We are actively delivering on providing technical business support and delivering talent development and training.

Outcome Assessment (Based on Benchmarks)
No Data Found

97 - Enhance external-facing communication processes

Enhance external-facing communication processes.

Initiative Purpose: Strategic Planning　　　　　　　　　　　　　　**Initiative Status:** In Progress

Tasks

1. Implement CEO and major employer communications plan to include "Road Shows" for President Williams to introduce the Strategic Plan, and other systematic business/community outreach led by efactory to gather input and identify new partnership opportunities.
Responsible Parties: Office of the President/Brad Bodenhausen
Stakeholders: Strategic Plan working groups including Share Talent, Community Employers, Campus Faculty and staff

Start Date:	Due Date:	Priority:	Status:	Requested:	Approved:
09/08/2025		Medium	In Progress	$0.00	$0.00

2. Continue to enhance community/employer facing university resources: 1. Evaluate and add options to the CGP website for connecting with talent 2. Continue to utilize efactory resources as the front door for economic development and connecting employers to the university. 3. Evaluate the main MSU website to see if there are opportunities for improvement/cohesion and employer facing resources
Responsible Parties: efactory, CGP, Share Talent Working Group, Marketing and Communications, Web & Media
Stakeholders: Community Employers, MSU Students, Faculty and Staff

Start Date:	Due Date:	Priority:	Status:	Requested:	Approved:
10/13/2025	01/23/2026	Medium	In Progress	$0.00	$0.00

3. Use feedback from President Williams' Road Shows and other efactory-led employer outreach to inform university-wide Advisory Council on partnerships, collaboration, and innovation.
Responsible Parties: Office of the President/Brad Bodenhausen
Stakeholders: Strategic Plan working groups including Share Talent & Support Technology Commercialization and Entrepreneurship, Community Employers, Campus Faculty and staff

Start Date:	Due Date:	Priority:	Status:	Requested:	Approved:
		Medium	Ongoing	$0.00	$0.00

4. Host 1-2 employer events to highlight MSU resources, innovation and ways to connect with talent to the business community.
Responsible Parties:
Stakeholders: Community Employers, MSU Staff and Faculty

Start Date:	Due Date:	Priority:	Status:	Requested:	Approved:
01/01/2026	06/01/2026	Medium	In Progress	$2,000.00	$0.00

5. Pilot the use of Handshake for Student Employment to have one resource for students and employers to utilize for seeking and posting jobs. **Responsible Parties**: Student Employment Office & Career Center **Stakeholders**: Community Employers, MSU Students, Faculty and Staff

Start Date:	Due Date:	Priority:	Status:	Requested:	Approved:
01/01/2026	06/30/2026	Medium	In Progress	$0.00	$0.00

Intended Results
No Data Found

Benchmark for Success	
09/26/2025	**Task 1**: Number of employer meetings, quality of employer feedback collected, and dissemination of feedback to inform the Share Talent working group and other elements of the Strategic Plan. **Task 2**: Are we highlighting the existing opportunities to work with MSU, and directing traffic to these resources? Are we evaluating our external and internal communication to highlight what we have available and how to engage? Are we responsive as a university to employer requests? **Task 3**: Gather feedback from employer visits to inform employer needs, industry gaps and identify university resources and/or opportunities to meet those needs. Collaborate with other working groups as the Council is developed to determine scope/ability and structure for communication. **Task 4**: Employer engagement, quality of content provided and follow up/delivery from MSU following events. **Task 5**: Ease of use for students and employers, solid division of duties for Student Employment and Career Center, increased employer posting on the MSU site and ability to gather follow up data.

Status Reports	
11/24/2025	**Task 1**: President Williams has begun his employer roadshows, with three scheduled before the end of the calendar year and more to come in 2026. The feedback he receives on these employer visits as well as feedback received from other staff and faculty with strong business community relationships will be utilized to inform the actions of the Share Talent work group and inform the strategic plan and university as a whole. This type of feedback will also inform and influence the type / content /focus of employer events Share Talent will host later in 2026. **Task 5**: Student Employment is working in collaboration with the Career Center to launch Handshake for Student Employment in January of 2026. This will give both community employers and students seeking jobs one platform to post and search for off-campus job opportunities.

Outcome Assessment (Based on Benchmarks)
No Data Found

100 - Pilot initiatives to connect with partners

Pilot initiatives to connect with partners

Initiative Purpose: Strategic Planning   **Initiative Status:** In Progress

Tasks

Using employer feedback and existing successful programs as a model, evaluate opportunities to develop innovative programs that respond to employer/industry workforce needs and serve as a source for student talent attraction. Expand engagement with existing successful talent development programs (e.g. Community Sponsored GA program, Student Experience Programs, Course Projects, Internships)
Responsible Parties: Share Talent working group, other working groups, Deans & faculty, HR, other campus partners.
Stakeholders: MSU Students and Community Employers

Start Date:	Due Date:	Priority:	Status:	Requested:	Approved:
		Medium	In Progress	$0.00	$0.00

Intended Results

No Data Found

Benchmark for Success

09/26/2025	Use "Road Shows" and other employer visits as a way to highlight these programs to top employers, develop potential new marketing communication strategies around the existing programs to reach more employers and gauge growth. See if new colleges or campus partners can be identified, as potential similar programs.

Status Reports

No Data Found

Outcome Assessment (Based on Benchmarks)

No Data Found

98 - Provide technical business support services

Provide technical business support services

Initiative Purpose: Strategic Planning   **Initiative Status:** In Progress

Tasks

Explore opportunities to expand statewide business support service networks and seek funding for continuation of services.
Responsible Parties: efactory
Stakeholders: Regional and Statewide businesses, ESO's, EDO's. MSU

Start Date:	Due Date:	Priority:	Status:	Requested:	Approved:
		Medium	In Progress	$0.00	$0.00

Intended Results

No Data Found

Benchmark for Success

09/26/2025	Technical business support services provided by efactory will be expanded statewide via Show-Me Network. Performance metrics will include clients served, training programs, training participants, jobs created.

Status Reports

11/24/2025	• We are actively delivering on providing technical business support services.

Outcome Assessment (Based on Benchmarks)

No Data Found

G2.SWG5 - 2.5 - Develop a Database of University Expertise

Community Partnerships & Economic Development

Strategy Unit Manager: Zhang, Peng

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101 - Develop Baseline Inventory

Develop Baseline Inventory of University Expertise across teaching, research and services from outside-in approach with External Partners' Needs in Mind.

Initiative Purpose: Strategic Planning   **Initiative Status:** In Progress

Tasks

1a: Internal Assessment: Conduct a thorough inventory of active centers and institutes and individual faculty/researcher offering applied research, real-world services and solutions to external partners.
Responsible Parties: Working group; Provost office
Internal Stakeholders: Internal stakeholders: Research centers, institutes, and academic units, service learning office, faculty, researchers etc.
External stakeholders: Community, industry, and employer partners

Start Date:	Due Date:	Priority:	Status:	Requested:	Approved:
09/01/2025	02/28/2026	Medium	In Progress	$0.00	$0.00

1b: External Assessment: Identify active external partners (e.g., employers, industry, community partner, etc) and their needs in expertise through reviews of existing projects and programs at university centers/institutes/departments.
Responsible Parties: Working group; Provost office; Community and Global Partnerships Division
Internal Stakeholders: Internal stakeholders: Research centers, institutes, and academic units, service learning office, faculty, researchers etc.
External Stakeholders: Community, industry, and employer partners

Start Date: 09/01/2025	Due Date: 02/28/2026	Priority: Medium	Status: In Progress	Requested: $0.00	Approved: $0.00

Intended Results

No Data Found

Benchmark for Success

09/26/2025

Task 1a:
1. A complete list of active courses across 100% colleges identified for internships, practicum and service learning from current and most recent 5 years along with the record of instructors and external partners.
2. A complete list of active centers, institutes, and faculty across 100% colleges engaged in externally focused applied research, solution-based studies and contract work along with the record of projects and external partners.
3. A complete list of major labs, specialized equipment, and technology across 100% colleges that can be identified to engage with external partners, including location, capacity, and point of contact along with records of major external focused projects and the access guide for external partners to understand availability and usage policies.

Task 1b:
1. =90% of centers/institutes/departments provide updated lists of external partners engaged in applied research, contract work, course project, internship, service learning with a record of projects and a clear statement of the external partner's expertise needs.
2. 100% of colleges/centers/institutes/departments provide updated lists of their external advisory board members"

Status Reports

No Data Found

Outcome Assessment (Based on Benchmarks)

No Data Found

103 - Develop criteria for prioritizing expertise entries

Develop criteria for prioritizing expertise entries

Initiative Purpose: Strategic Planning **Initiative Status:** In Progress

Tasks

Establish criteria for selecting university expertise for inclusion in the database and for prioritizing entries based on relevance, impact, and alignment with priorities.
Responsible Parties: Working group; Provost office; Community and Global Partnerships Division
Internal Stakeholders: Internal stakeholders: Research centers, institutes, and academic units, service learning office, faculty, researchers etc.
External Stakeholders: Community, industry, and employer partners

Start Date: 02/01/2026	Due Date: 04/30/2026	Priority: Medium	Status: In Progress	Requested: $0.00	Approved: $0.00

Intended Results

No Data Found

Benchmark for Success

09/26/2025	1. A written set of prioritization criteria finalized (minimum of 3–5 criteria covering relevance, impact, and alignment with external partners and internal priorities).

Status Reports

No Data Found

Outcome Assessment (Based on Benchmarks)

No Data Found

105 - Explore ways and platforms to showcase the prioritized university expertise/champions

Explore ways and platforms to showcase the prioritized university expertise/champions (university centers/institute/projects)Responsible Parties: Working group, Office of Strategic communication, and provost officeStakeholders: Internal stakeholders: Research centers, institutes, and academic units, service learning office, faculty, researchers etc.External stakeholders: Community, industry, and employer partners

Initiative Purpose: Strategic Planning　　　　　　　　　　　　　　　　**Initiative Status:** Not Started

Tasks
No Data Found

Intended Results
No Data Found

Benchmark for Success	
09/26/2025	1. Identify 2-3 external-facing methods to highlight university expertise, centers, institutes, projects, and champions for visibility to external partners.

Status Reports
No Data Found

Outcome Assessment (Based on Benchmarks)
No Data Found

104 - Identify Champions and Gaps for opportunities

Identify Champions and Gaps for opportunitiesResponsible Parties: Working group; Provost office; Community and Global Partnerships DivisionStakeholders: Internal stakeholders: Research centers, institutes, and academic units, service learning office, faculty, researchers etc.External stakeholders: Community, industry, and employer partners

Initiative Purpose: Strategic Planning   **Initiative Status:** Not Started

Tasks

No Data Found

Intended Results

No Data Found

Benchmark for Success

No Data Found

Status Reports

No Data Found

Outcome Assessment (Based on Benchmarks)

No Data Found

102 - Refine the definition and scope of "university expertise"

Refine the definition and scope of "university expertise" and clarify the stakeholders

Initiative Purpose: Strategic Planning   **Initiative Status:** In Progress

Tasks

Collaborate to define what can be considered as 'university expertise' and map stakeholders. This will help to specify the scope of expertise and both internal and external stakeholders.
Responsible Parties: Working group; Provost office; Community and Global Partnerships Division
Internal Stakeholders: Internal stakeholders: Research centers, institutes, and academic units, service learning office, faculty, researchers etc.
External Stakeholders: Community, industry, and employer partners.

Start Date: 02/01/2026	Due Date: 04/30/2026	Priority: Medium	Status: In Progress	Requested: $0.00	Approved: $0.00

Intended Results

No Data Found

Benchmark for Success

09/26/2025	1. Working group will establish a definition of university expertise, associated terminologies and the scopes/category of university expertise that is aligned with the anchor institution framework. 2. 80% agreement among internal leadership (Deans, Research Centers, etc.) on a unified definition of "expertise" and the identified scope/categories of university expertise."

Status Reports

No Data Found

Outcome Assessment (Based on Benchmarks)

No Data Found

Institution of Choice for Students & Employees

Strategy Unit Manager: Irons, Chrystal

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107 - Improve professional development and career pathways

Improve professional development and career pathways

Initiative Purpose: Strategic Planning   **Initiative Status:** In Progress

Tasks

1a: Create a consolidated assessment of current professional development offerings. Inventory and map all existing PD opportunities (USA, LinkedIn Learning, FLTC, departmental, etc.)
Responsible Parties: HR, FCTL, efactory
Stakeholders: Staff Senate, Faculty Senate, Deans & Academic Leaders, Department Heads

Start Date:	Due Date:	Priority:	Status:	Requested:	Approved:
10/01/2025	12/31/2025	Medium	In Progress	$0.00	$0.00

1b: Develop and administer one centralized annual survey to all MSU employees (faculty/staff) to identify faculty and staff professional development needs, satisfaction levels, and barriers.
Responsible Parties: Workgroup and HR partners
Stakeholders: Provost office, HR, Faculty Senate, Staff Senate

Start Date:	Due Date:	Priority:	Status:	Requested:	Approved:
11/01/2025	01/31/2026	Medium	In Progress	$0.00	$0.00

1c: Develop a centralized Professional Development Fund (matching dollars model). Establish a centrally managed pool (pilot $50k) to fund PD requests, with departmental matching funds. Uses include certifications, exam fees, and external training.

Responsible Parties: HR, Provost, and FCTL
Stakeholders: Deans/Department Heads, Faculty and Staff

Start Date: 11/01/2025	Due Date: 05/31/2026	Priority: Medium	Status: In Progress	Requested: $0.00	Approved: $0.00

Intended Results

No Data Found

Benchmark for Success

09/26/2025

Task 1a: Expand access and standardize PD support across the university. Understand process for colleges/departments to support/approve PD activities.
Task 1b: Increase employee satisfaction and standardize PD support.
Task 1c: Support at least 30–50 individual awards in the first year (average $1,000–$1,250 per award, with matching funds) to support a culture of learning. Ensure participation across all colleges and major administrative units. At least 80% of participants report positive impact on their skills, career development, or ability to support student success.

Status Reports

No Data Found

Outcome Assessment (Based on Benchmarks)

No Data Found

108 - Increase leadership accountability and communication

Increase leadership accountability and communication

Initiative Purpose: Strategic Planning

Initiative Status: In Progress

Tasks

2a: Create transparent communication on surveys. After the centralized annual survey, create a formal feedback loop where leadership shares survey findings, action steps, and progress updates.
Responsible Parties: Workgroup, HR partners
Stakeholders: President's Office, Deans and Department Heads.

Start Date:	Due Date:	Priority:	Status:	Requested:	Approved:
02/01/2026	04/30/2026	Medium	Pending	$0.00	$0.00

Intended Results

No Data Found

Benchmark for Success

09/26/2025	**Task 2a:** Establish and sustain a culture of learning and accountability where employees see their feedback drive visible action. Clear documentation of 2–3 action steps per survey cycle published/communicated by leadership. Engagement: Achieve =60% of employees indicating in follow-up surveys that they feel "informed" about survey results and subsequent actions.

Status Reports

No Data Found

Outcome Assessment (Based on Benchmarks)

No Data Found

G3.SWG2 - 3.2 - Develop a SEM Plan

Institution of Choice for Students & Employees

Strategy Unit Manager: Giles, Chelsey

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131 - Redesign of junior/senior communication plan

Redesign of junior/senior communication plan, creating a dynamic, student-focused strategy that capitalizes on the MO-State brand while the university undergoes a broader brand refresh. This is a priority strategyResponsible Parties: AdmissionsStakeholders: Admissions, Marketing and CommunicationsStrategy working group may change or expand

Initiative Purpose: Strategic Plan   **Initiative Status:** In Progress

Tasks

1. Planning and alignment: Coordinate with refresh the brand strategy workgroup to align the communication plan with the upcoming branding efforts. Engage with CollegeVine's AI recruiter to leverage its hyper-personalized messaging capabilities, integrating Slate data and student interaction data to define target audiences and desired outcomes.

Start Date:	Due Date:	Priority:	Status:	Requested:	Approved:
11/03/2025	12/31/2025	High	In Progress	$50,000.00	$0.00

2. Audit and assessment: Review current junior/senior communication plan, identify gaps in timing, personalization, interactivity, and redundancies, benchmark against best practices from peer institutions that use data informed, AI-driven engagement practices.

Start Date:	Due Date:	Priority:	Status:	Requested:	Approved:
11/03/2025	11/28/2025	High	In Progress	$0.00	$0.00

3. Design content and development: Develop new photography, visuals, and messaging that bring the Missouri State brand to life. Create student-focused publications and design AI-driven, drip-style communication flows with using Slate and CollegeVine

integrations. Shift from static, calendar-based emails to dynamic, personalized sequences that include texting and responsive digital messaging.

Start Date:	Due Date:	Priority:	Status:	Requested:	Approved:
11/03/2025	11/28/2025	Medium	In Progress	$0.00	$0.00

4. Implementation: Upload and configure redesigned campaigns in Slate, integrating CollegeVine AI recruiter workflows. Test personalized message sequences across channels, launch a pilot with a subset of juniors and seniors for quality assurance, and then roll out broadly to all prospective students.

Start Date:	Due Date:	Priority:	Status:	Requested:	Approved:
11/03/2025	11/28/2025	High	In Progress	$0.00	$0.00

5. Evaluation and adjustment: Track engagement metrics (open/click rates, response rates, inquiry-to-application conversion), evaluate the effectiveness of AI-driven personalization, and collect feedback from staff and prospective students to make iterative improvements.

Start Date:	Due Date:	Priority:	Status:	Requested:	Approved:
01/05/2026	08/03/2026	High	In Progress	$0.00	$0.00

6. Sustainability: Document communication processes and infrastructure to ensure internal teams can maintain and evolve campaigns. Develop adaptable templates for the Admissions and Marketing teams to support ongoing updates using Slate and AI insights.

Start Date:	Due Date:	Priority:	Status:	Requested:	Approved:
01/05/2026	08/03/2026	High	In Progress	$0.00	$0.00

Intended Results

No Data Found

Benchmark for Success

09/29/2025	Campaign development and execution: Completion of a fully redesigned communication plan with updated publications, visuals, and graphics.

Student engagement: Open/click rates for email campaigns improve by at least 15-20% compared to current baseline, texting response rates show high student engagement, increased traffic to the admissions website and campaign landing pages.

Recruitment outcomes: Growth in junior and senior inquiry-to-application conversion by at least 5-10%, more student applying earlier in the cycle, increased attendance at recruitment events tied to campaign outreach.

Operational efficiency: Reduced manual effort for staff in managing campaigns due to automated drip workflows, internal teams are able to adapt and reuse campaign infrastructure for future cycles.

Brand and student perception: Student surveys reflect increase in positive feedback on communications being more personal, relevant, and engaging, materials and messaging are aligned with Missouri State's evolving brand identity, ensuring consistency across channels.

Status Reports

10/10/2025

The original plan was to engage Carnegie consultants to redesign the junior/senior communication plan. While funding for that initiative was approved, a decision was later made to combine those funds with partial funding previously approved for CollegeVine to implement its AI recruiter for the junior/senior communication plan. The initiative has been updated accordingly to reflect this change.

Meeting with CollegeVine 10/14/2025 to discuss contract and procurement process.

Working with Theresa McCoy on HECVAT and SOC1 reports for InfoSec, SUDERS request in progress - list of data components specific to Banner needed, waiting on accessibility information from vendor.

Outcome Assessment (Based on Benchmarks)

10/10/2025

1. Campaign Development and Execution
   - Confirm completion of the fully redesigned communication plan, including updated publications, visuals, and graphics.
2. Student Engagement
   - Demonstrate measurable improvements in prospective student engagement across communication channels.
3. Recruitment Outcomes
   - Show growth in conversion rates and engagement throughout the recruitment cycle.

4. Operational Efficiency
- Reduce manual workload and improve the adaptability of communication processes through automation.

5. Brand and Student Perception
- Strengthen the perception of Missouri State's brand through consistent, personalized, and engaging communications.

162 - Compose a Strategic Enrollment Management (SEM) Plan

Create an institution-wide, data-driven SEM plan that aligns institutional mission, goals, and strategies to optimize student recruitment, retention, academic planning, and student success to achieve sustainable enrollment growth.

Initiative Purpose: Strategic Plan   **Initiative Status:** In Progress

Tasks

1. Create draft SEM plan to include introduction, goals, and action plans.
Group members are to review the plan and provide any feedback or recommendations, including suggested edits or additions. Members encouraged to be candid — we want your honest input. First round of feedback due by 11/10/2025.
Present second draft, incorporating feedback received, to group members at 11/26 meeting. Members will have opportunity to provide final feedback due by 12/5.

Start Date:	Due Date:	Priority:	Status:	Requested:	Approved:
10/01/2025	01/09/2026	High	Completed	$0.00	$0.00

2. Develop subgroups around each goal to determine corresponding action items, metrics, and strategies.
Facilitate two workgroup exercises to collect feedback:
   1. Assign members to collaborate on providing feedback for a goal.
   2. Reassign members to collaborate on providing feedback for a different goal.

Start Date:	Due Date:	Priority:	Status:	Requested:	Approved:
10/01/2025	01/09/2026	High	Completed	$0.00	$0.00

3. Review trend data for Springfield campus enrollment, retention, graduation, and persistence to set KPIs.

Start Date:	Due Date:	Priority:	Status:	Requested:	Approved:
12/02/2025	02/13/2026	High	In Progress	$0.00	$0.00

4. Present draft to President's Cabinet and Board of Governors and collect feedback.

Start Date:	Due Date:	Priority:	Status:	Requested:	Approved:
12/02/2025	02/20/2026	High	In Progress	$0.00	$0.00

5. Present plan to campus.

Start Date: 01/12/2026	Due Date: 02/27/2026	Priority: High	Status: Pending	Requested: $0.00	Approved: $0.00

Intended Results

No Data Found

Benchmark for Success

No Data Found

Status Reports

01/29/2026	1/15 Meeting scheduled with Chelsey and Jeremy - List developed identifying areas to measure.
11/25/2025	Workgroup asked to provide feedback on initial draft by 11/10. 11/13 workgroup meeting - Members broke out into five groups again, one for each goal, choosing a different group than they were in before. Discussed feedback with entire group. 11/21 meeting scheduled with Chelsey and Jeremy to review and incorporate group feedback. 11/25 Final draft, with feedback incorporated, shared with workgroup. Discussed at meeting. Draft complete. Will begin working on specific KPIs and strategies.

Outcome Assessment (Based on Benchmarks)

No Data Found

132 - Create a unified understanding of what a recruitment plan and SEM plan should include

Create a unified understanding of what a recruitment plan and SEM plan should include, establish shared definitions and processes, and communicate how all campus areas contribute to student recruitment, persistence, and success.Responsible Parties: Enrollment ManagementStakeholders: All of Missouri State UniversityNotes: End date tentative. May offer sessions during fall and spring terms. Strategy working group may change or expand

Initiative Purpose: Strategic Plan   **Initiative Status:** In Progress

Tasks

1. Engagement: Workgroup to generate ideas for how to explain recruitment and retention, and how it relates to Strategic Enrollment Management, to the broader campus

Start Date:	Due Date:	Priority:	Status:	Requested:	Approved:
01/12/2026		Medium	Pending	$0.00	$0.00

2. Develop campus messaging: Create a unified explanation of what SEM is and why it matter, draft talking points and a communication toolkit, show the link between recruitment and retention strategies, and revenue

Start Date:	Due Date:	Priority:	Status:	Requested:	Approved:
01/12/2026		Medium	Pending	$0.00	$0.00

3. Host campus forums and learning sessions: Organize open forums across campus, present the recruitment-retention-revenue model in clear, practical terms, invite dialogue

Start Date:	Due Date:	Priority:	Status:	Requested:	Approved:
02/02/2026		Medium	Pending	$0.00	$0.00

4. Showcase roles and resonsibilities: Use forums and communications to highlight how different campus units contribute

Start Date:	Due Date:	Priority:	Status:	Requested:	Approved:
02/02/2026		Medium	Pending	$0.00	$0.00

5: Build ongoing communication channels: Launch a regular update mechanism (articles in Inside Missouri State, leadership reports, etc.)

Start Date: 03/02/2026	Due Date:	Priority: Medium	Status: Pending	Requested: $0.00	Approved: $0.00

6. Evaluate and reinforce: After forums, collect feedback from attendees, track changes in awareness, participation, and alignment in departmental planning, continue reinforcing the Recruitment-Retention-Revenue model at every SEM update

Start Date: 03/02/2026	Due Date:	Priority: Medium	Status: In Progress	Requested: $0.00	Approved: $0.00

Intended Results
No Data Found

Benchmark for Success	
09/29/2025	Awareness and engagement: Participation rates - 75% of colleges/departments represented at SEM forums. 30% of faculty/staff attending at least one SEM information sesson. Communication and adoption: Campus messaging reach - distribution and usage of SEM communication toolkit (e.g., slide deck, FAQs) Integration with retention - Clear references in departmental plans to student support, advising, and persistence strategies. Increase in early alert or intervention practices tied back to SEM initiatives. Recruitment and enrollment outcomes - Number of recruitment activities hosted or supported by departments after forums. Improved fall-to-fall retention rates in departments actively engaged in SEM planning. Decrease in DFW rates or other student success markers in courses connected to SEM interventions.

Status Reports	
10/09/2025	Workgroup asked to read articles to better understand SEM at the community level. The start of a draft SEM plan in progress.

Outcome Assessment (Based on Benchmarks)	

10/10/2025	1. Awareness and Engagement
	   • Outcome Assessment: Demonstrate broad campus participation and increased engagement in SEM-related activities.
	2. Communication and Adoption
	   • Outcome Assessment: Confirm effective campus-wide dissemination and use of SEM communication materials.
	3. Integration with Retention Efforts
	   • Outcome Assessment: Validate alignment of departmental plans and practices with SEM priorities around student success, advising, and persistence.
	4. Recruitment and Enrollment Outcomes
	Outcome Assessment: Track the impact of SEM awareness and planning on departmental recruitment and student success outcomes

129 - Implement CollegeVine to engage students and alumni across every stage of the lifecycle

Implement CollegeVine to engage students, helping them to quickly navigate enrollment, financial aid, advising, housing and more without waiting on staff. Will provide proactive, around the clock support, eliminating barriers , saving significant staff time, and ensuring personalized communication at scale. This is a priority strategy.Responsible Parties: Enrollment Management, Student SuccessStakeholders: Admissions, Financial aid, Advising, Registrar, Information Services/MIS, Student Conduct, Financial Services, Student Success, Adult Student Services, International Student Services, Graduate CollegeNote: Collaborate with Proactive Student Support strategy workgroup who are pulling together communication campaigns used in EdSights and Signalvine and are working on a centralized location for students to get information about support services available. Strategy working group may change or expand

Initiative Purpose: Strategic Plan
Initiative Status: In Progress

Tasks

1. Planning and approval: Conduct CollegeVine demo (9/10/25), develop cross-unit implementation plan, establish data-sharing agreements and IT security reviews to ensure compliance (SUDERS request and approval)

Start Date:	Due Date:	Priority:	Status:	Requested:	Approved:
10/01/2025		High	Completed	$100,000.00	$100,000.00

2. Implementation and integration: Coordinate with IT to integrate CollegeVine with institutional systems, configure AI recruiter and navigator roles for different student populations, build knowledge base by syncing content from MSU website and campus offices, design and test communication flows for proactive outreach, develop protocols for escalations when staff are needed, train staff on monitoring dashboards, responding to escalated cases and adjusting configurations

Start Date:	Due Date:	Priority:	Status:	Requested:	Approved:
10/01/2025		High	In Progress	$0.00	$0.00

3. Communication and rollout: Create an internal communication plan for staff, develop student-facing communications campaign introducing the tool, launch in phases: recruitment outreach and student services.

Start Date:	Due Date:	Priority:	Status:	Requested:	Approved:
10/01/2025		High	In Progress	$0.00	$0.00

4. Evaluation and continuous improvement: define baseline metrics, dedicate staff who will regulary review CollegeVine's engagement and interaction analytics at the student level to document value, track staff time saved and student satisfaction survey results, collect feedback from staff and students to refine AI responses

Start Date: 01/01/2026	Due Date:	Priority: High	Status: In Progress	Requested: $0.00	Approved: $0.00

5. Sustainability: Prepare transition plan to sunset Mainstay, document cost savings and efficiency gains, establish ongoing governance group (IT, Admissions, Financial Aid, Advising, Housing, Institutional Research) to manage and optimize product long term.

Start Date: 09/29/2025	Due Date:	Priority: High	Status: In Progress	Requested: $0.00	Approved: $0.00

Intended Results

No Data Found

Benchmark for Success

09/30/2025

Student engagement and accessibility: Response coverage - 90% of common questions answered by AI 24/7 access - At least 60% of interactions occur outside business hours

Reach - Engagement with at least 70% of prospective students during recruitment cycle Operational efficiency: Staff time saved - documented reduction of staff hours annually (FTE equivalent) across advising, financial aid, housing, admissions

Faster resolution - average student inquiry resolved within minutes through AI navigator vs. current multi-day staff turnaround.

Escalation efficiency - fewer than 15% of inquiries require staff follow-up

Recruitment and enrollment: application conversions - increase in completed applications among students engaged through CollegeVine outreach

Financial aid completion - At least 10% increase in FAFSA submissions and supporting documents

Reduced melt - lower summer melt rate for admitted students by 5% through proactive nudges and targeted communications

Retention and student success:Advising and holds - 10% decrease in students with unaddressed holds at the start of the semester
Persistence - First-to-second year retention improves by 2-3% among students using AI navigator
Student satisfaction - Positive feedback from surveyed students
Data-driven insights:Analytics adoption - regular monthly reports shared with leadership on engagement, repeated issues, and service gaps
Proactive corrections - At least three recurring service barriers identified and corrected within the first year based on CollegeVine data

Status Reports	
11/25/2025	Contract signed. Kickoff meeting scheduled for early December.
10/10/2025	Will implement CollegeVine AI Recruiter only - not replacing EdSights or SignalVine at this time. The tool will function as a 24/7 chatbot on the MSU website. Will also integrate with Slate for hyper-personalized communication plans. Workplan updated accordingly. Dr. Medley met with Marketing team to decommission Mainstay (current chat bot vendor) Demo to strategy workgroup scheduled for 10/14. Meeting with vendor 10/14 to begin contract / procurement process. Working with Theresa McCoy on HECVAT and SOC1 reports for InfoSec, SUDERS request in progress - list of data components specific to Banner needed, waiting on ADA compliance information from vendor.

Outcome Assessment (Based on Benchmarks)	
10/10/2025	1. Student Engagement and Accessibility • High utilization outside business hours and broad engagement rates will indicate improved access and responsiveness for prospective students. 2. Operational Efficiency • Evidence of reduced staff workload and faster student response times will confirm operational gains and improved service efficiency. 3. Recruitment and Enrollment • Increased application, aid completion, and reduced melt will demonstrate enhanced recruitment effectiveness and conversion driven by AI engagement.

130 - Implement Edvisorly

Implement Edvisorly, an advanced AI transcript and credit evaluation tool that delivers 99% accuracy and dramatically reduces data entry errors. This will speed up admissions decisions, improve efficiency, and create a more student-centered experience. This system positions MSU as a leader in transfer and dual enrollment recruitment, enhances our competitiveness as a transfer-friendly institution, and supports new IPEDS reporting requirements without the need for additional staff. This is a priority strategy.Responsible Parties: Enrollment Management, AdvisingStakeholders: Advising across campus, Transfer center, Dual Credit, Registrar, Admissions, Graduate College, International Student ServicesNotes: Edvisorly could potentially replace the TCRP (custom built in house) system that has been riddled with problems and difficult to maintain.Strategy working group may change or expand

Initiative Purpose: Strategic Plan **Initiative Status:** Not Started

Tasks

1. Planning and approval: Conduct Edvisorly demo (9/3/25), establish data-sharing agreements and IT security reviews to ensure compliance (SUDERS request and approval)

Start Date:	Due Date:	Priority:	Status:	Requested:	Approved:
10/01/2025	10/31/2025	High	Completed	$100,000.00	$0.00

2. Process development for historical transcript review: Work with IT to implement Edvisorly to collect data from high school transcripts received over the last six years needed for IPEDS reporting.
To include export of high school transcripts stored in Slate and BDMS over the last six years. Data will be received from Edvisorly via csv file for Institutional research to use in IPEDS reporting.

Start Date:	Due Date:	Priority:	Status:	Requested:	Approved:
10/22/2025	01/30/2026	High	In Progress	$0.00	$0.00

3. System integration and setup: Work with IT to integrate Edvisorly into student information systems, Slate, and transcript processing workflows, set up automated transcript collection process, configure AI equivalency database for transfer credit mapping across multiple institutions, establish NCAA portal connections to streamline athlete evaluations, develop protocols for staff oversight and escalation of unusual transcript cases

Start Date: 11/24/2025	Due Date: 02/27/2026	Priority: Medium	Status: In Progress	Requested: $0.00	Approved: $0.00

3. Training and change management: Train admissions, registrar, athletics, and advising staff on using the platform, dashboards and reporting, update internal policies and procedures for transcript review and student communication, develop quality assurance checks for staff to complete, launch student-facing communication about the new system and its benefits

Start Date: 03/02/2026	Due Date:	Priority: Medium	Status: Pending	Requested: $0.00	Approved: $0.00

4. Recruitment and outreach: Use Edvisorly's transfer student portal to position MSU as a transfer-friendly destination, market the direct admission pathway for dual enrollment students, highlight faster transcript processing and earlier decisions in recruitment messaging, collaborate with community colleges on joint outreach efforts, positioning MSU as a state pilot leader.

Start Date: 03/02/2026	Due Date:	Priority: Medium	Status: Pending	Requested: $0.00	Approved: $0.00

5. Evaluation and metrics: track processing efficiency, monitor enrollment metrics, measure staff workload reduction, and collect student feedback.

Start Date: 03/02/2026	Due Date:	Priority: Medium	Status: Pending	Requested: $0.00	Approved: $0.00

6. Sustainability and expansion: document cost savings and enrollment gains to justify ongoing annual cost, consolidate budget from staffing efficiences or reassignment of staff duties, expand articulation agreements and equivalency mapping across additional transfer institutions, use retention-focused features (degree mapping, advising integration) to support persistence and timely graduation

Start Date: 01/04/2027	Due Date:	Priority: Medium	Status: Pending	Requested: $0.00	Approved: $0.00

Intended Results

No Data Found

Benchmark for Success	
09/29/2025	Operational efficiency: Accuracy - transcript evaluation accuracy consistently at or above 99% Speed - average transcript/credit evaluation completed within 24-48 hours versus current multi-week process Workload reduction - At least 50% decrease in manual data entry tasks for admissions Staffing efficiencies - ability to absorb transcript volume with fewer staff allowing the opportunity to repurpose existing staff. Student recruitment and admissions: Dual enrollment admits - At least a 10-15% increase in dual enrollment students admitted directly without additional transcript evaluation Earlier admits - Average time from transcript submission to admission decision reduced by 30-40% Transfer applicants - Growth in transfer applications and admits by 5-10%, supported by clearer equivalency mapping and recruitment portal access. Athlete processing - Reduced turnaround for NCAA portal transcript reviews, with athlete admits completed one week faster. Student experience and engagement: Credit transparency - 80%+ of transfer applicants able to view course equivalencies prior to admission Portal engagement - At least 70% of transfer prospects actively use the student-facing transfer portal. Satisfaction - Positive feedback from surveyed dual enroll and transfer students Institutional impact: Transfer-friendly reputation - Recognition in state system as a pilot leader with two community college partners. Revenue growth - Enrollment gains from earlier admits and higher transfer yield offset the annual cost. Retention support - Advisors and admissions staff report reduced workload, with early evidence of improved pesistence among transfer students using degree mapping features.

Status Reports	
01/28/2026	IPEDS data - Received test file from Edvisorly 1/16/26. Data validation complete. Should receive final file by end of month. Automation of high school and college transcript processing - implementation team meeting w/ Edvisorly 1/20/26. Team working on completing intake worksheet, required data points needed and business logic to begin building interface. Due by 2/20/26.

11/26/2025	Vendor contract signed late October. Weekly meetings have continued with MSU IT to work through technical aspects of pulling historical transcripts to send. Test files sent to EdVisorly. Meeting w/EdVisorly group 11/18/2025 to resolve outstanding questions and determine plan moving forward. MSU IT putting together test transcript files to send. EdVisorly & Missouri State University Kickoff meeting 11/24/2025 to implement automated transcript collection and processing, transfer equivalency database, and data mapping.
10/15/2025	SCUF approval for one year.
10/09/2025	Funding not approved. Urgent need due to IPEDS reporting requirements related to high school GPA data needed from transcripts not previously stored in Banner or Slate going back five years. SUDERS request, HECVAT and SOC1 reports submitted to Information Security for review. 10/9/2025 Dr. Heidendal and Dr. Medley presented to IT council 10/7 asking for approval to use funding from the Student Computer Usage Fee (SCUF) budget. Pending decision.

Outcome Assessment (Based on Benchmarks)

No Data Found

128 - Promote creation and adoption of Open Educational Resources (OER).

Promote creation and adoption of Open Educational Resources (OER). This is a priority strategy.Responsible Parties: MSU LibraryStakeholders: MSU Library, Financial Aid, Registrar, Bookstore, Registrar, All Colleges, Departments, and Schools, Donor relationsNote: Benchmark - Number of grants awarded in first year and number of courses adopting or creating OER will be determined at a later date. Need to first establish the infrastructure, guage faculty engagement, and focus on quality over quanity. Will need one cycle to establish baseline.Strategy working group might change or expand.

Initiative Purpose: Strategic Plan   **Initiative Status:** Not Started

Tasks

1. Establish program structure: Form the OER grant committee, define roles and responsibilities, draft policies and guidelines

Start Date: 07/01/2026	Due Date:	Priority: High	Status: Pending	Requested: $35,000.00	Approved: $0.00

2. Design the mini-grant program: Develop a grant application to include scoring, rubric, and deadlines, decide award types (stipend vs. budget transfer), and create program timeline.

Start Date: 07/01/2026	Due Date:	Priority: High	Status: Pending	Requested: $0.00	Approved: $0.00

3. Build infrastructure: Create training modules or workshops, coordinate with offices for course tracking, develop assessment plan

Start Date: 07/01/2026	Due Date:	Priority: High	Status: Pending	Requested: $0.00	Approved: $0.00

4. Launch outreach and recruitment: Market the program to deans, AULs, and faculty. Provide informational sessions for interested faculty

Start Date: 07/01/2026	Due Date:	Priority: High	Status: Pending	Requested: $0.00	Approved: $0.00

5. Award and support faculty: committee review applicants, provides awards, and offers ongoing support

Start Date: 07/01/2026	Due Date:	Priority: Medium	Status: Pending	Requested: $0.00	Approved: $0.00

6. Showcase and recognition: faculty presentations, host awards ceremony, promote faculty projects

Start Date: 07/01/2026	Due Date:	Priority: High	Status: Pending	Requested: $0.00	Approved: $0.00

7: Evaluate and report: Collect student savings estimates, compare course outcomes, review course evaluations for student feedback, publish year end report

Start Date: 07/01/2026	Due Date:	Priority: High	Status: Pending	Requested: $0.00	Approved: $0.00

Intended Results

No Data Found

Benchmark for Success

09/15/2025	Launch program infrastructure (grant committee, application process, course marking system) by end of fall 2025 semester - is this feasible? Award mini-grants in the first year. Have courses adopting, adapting, or creating OER content. Document student savings in textbook costs within the first year based on cost of textbooks as compared to course requiring textbooks. Track and report the number of students impacted. Establish and track student success metrics - DFW rates and GPAs as compared against previous courses, student loan debt, time to completion

Status Reports

| 10/09/2025 | Funding was not approved. Dean Richards is exploring other options. Strategy workgroup plans to seek funding next cycle. |

Outcome Assessment (Based on Benchmarks)
09/15/2025	Faculty engagement, reduced student debt, higher retention and lower DFW rates in courses adopting OER, increased donor support

Institution of Choice for Students & Employees

Strategy Unit Manager: Butler, Sarah

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106 - Achieve meaningful gains in student and employee satisfaction.

Achieve meaningful gains in student and employee satisfaction.

Initiative Purpose: Strategic Planning   **Initiative Status:** In Progress

Tasks

1. Measure and improve student satisfaction

Start Date: 08/18/2025	Due Date:	Priority: Medium	Status: In Progress	Requested: $25,000.00	Approved: $5,000.00

2. Measure and improve employee satisfaction

Start Date: 08/18/2025	Due Date:	Priority: Medium	Status: In Progress	Requested: $30,000.00	Approved: $22,500.00

3. Strengthen Shared Governance

Start Date: 08/18/2025	Due Date: 12/21/2030	Priority: Medium	Status: In Progress	Requested: $0.00	Approved: $0.00

Intended Results

No Data Found

Benchmark for Success	
09/26/2025	**Task 1:** • Response Rate > 35% • Top Recognition/Ratings from Modern Think • Survey Accessibility • Transparency with Results • Results in Action (Accountability) **Task 2:** • Response Rate > 35% • Top Recognition/Ratings from Modern Think • Survey Accessibility • Transparency with Results • Results in Action (Accountability) **Task 3:** • Key leaders and their teams share the responsibility for the health of the institution. • Better collaboration and communication between governing units, divisions, and departments. • Identify shared responsibilities between areas on campus. • Understanding and outline the opportunities for staff/faculty/students to have a voice on campus.

Status Reports	
01/09/2026	Email exchange to get clarity on pricing for two campuses, options for Gateway add-on, and customization options and pricing • Team-leads sent report and budget outline to the executive steering committee (Nov. 2025) • Presented our progress at the Strategic Planning Strategy Forum (Dec. 2025) • Approval from executive steering committee to proceed with contract was obtained (Monday, 1/5/26) • Forwarded a formal request for the contract to the designated Modern Think representative to being the "Great Colleges to Work For" recognition process (1/8/26) • Contract was received from Modern Think for review and signature, due by (2/9/26)

- Contract request included the free plan level for both campuses utilizing the random sample (600) and would like to add the shared Gateway for results housing the data and generating reports as needed.

Outcome Assessment (Based on Benchmarks)

No Data Found

Institution of Choice for Students & Employees

Strategy Unit Manager: White-Minnis, Letitia

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135 - Expand engagement opportunities.

Expand engagement opportunities. (not priority status under the goal)Notes: How can we do better communicating what opportunities exist?

Initiative Purpose: Strategic Plan　　　　　　　　　　　　　　　　　**Initiative Status:** In Progress

Tasks

1. Expand structured opportunities for faculty and staff participation in campus and community events (e.g., Welcome Weekend, Homecoming, athletics, Convocation, Commencement).

Start Date:	Due Date:	Priority:	Status:	Requested:	Approved:
		Medium	In Progress	$0.00	$0.00

2. Encourage faculty and staff involvement in initiatives like Giving Day, the MSU Way campaign and other opportunities to support the university through the Foundation.

Start Date:	Due Date:	Priority:	Status:	Requested:	Approved:
		Medium	In Progress	$0.00	$0.00

3. Create cross-departmental engagement initiatives to foster a sense of community

Start Date:	Due Date:	Priority:	Status:	Requested:	Approved:
		Medium	In Progress	$0.00	$0.00

Intended Results

No Data Found

Benchmark for Success

10/01/2025	**Task 1:** Level of engagement of employees in events - campus and community (with opporutnities for engagement during business hours) **Task 2:** Level of engagement of employees **Task 3:** Level of cross departmental engagement of employees

Status Reports

No Data Found

Outcome Assessment (Based on Benchmarks)

No Data Found

134 - Foster a culture of continuous improvement and recognition.

Foster a culture of continuous improvement and recognition. (not priority status under the goal)

Initiative Purpose: Strategic Plan   **Initiative Status:** In Progress

Tasks

1. Recognize and celebrate areas where survey scores improve to reinforce positive change
Responsible Parties: Strategy Subgroup: Achieve Meaningful Gains in Student and Employee Satisfaction; Strategy Subgroup: Culture of Connection, Recognition and Purpose; Mike Foster; Scot Scobee **Notes:** Working group will develop deeper understanding of Modern Think metrics and sources to aid in estalishing benchmarks.

Start Date:	Due Date:	Priority:	Status:	Requested:	Approved:
09/01/2025		Medium	In Progress	$0.00	$0.00

2. Maintain a long-term commitment to employee satisfaction by embedding survey1driven improvements into institutional policies and practices
Stakeholders: All employees

Start Date:	Due Date:	Priority:	Status:	Requested:	Approved:
		Medium	In Progress	$0.00	$0.00

3. Provide resources and make policy adjustments to allow expenditures to Demonstrate appreciation and recognition of employees.
Notes: Gift Policies

Start Date:	Due Date:	Priority:	Status:	Requested:	Approved:
		Medium	In Progress	$0.00	$0.00

4. Create a common template and set of performance metrics for all academic colleges to use in the development of their strategic planning processes, which ensure alignment with outcomes and strategies outlined in the university's strategic plan.
Stakeholders: Faculty and Staff Senate; Dean's Team; Institutional Excellence;

Start Date:	Due Date:	Priority:	Status:	Requested:	Approved:
		Medium	In Progress	$0.00	$0.00

Intended Results	
No Data Found	

Benchmark for Success	
10/01/2025	**Task 1:** Modern Think's Great Colleges to Work For survey **Task 2:** Selected benchmarks (i.e., Modern Think, other internal surveys/data; selected marketplace data) inform policy creation and revision **Task 3:** Evaluate current spend on employee recognition; develop benchmarks based on that information for the next five years. **Task 4:** Identify best three compa-ratios for comparison purposes.

Status Reports	
11/11/2025	Working group members attended a Monder Think Great Colleges review session with Suzi. Other working groups also participated. and the other workgroup members

Outcome Assessment (Based on Benchmarks)	
10/01/2025	**Task 1:** Honor Roll designation from Great Think; Establish baselines to assist in develop;ment of benchmarks.

G3.SWG5 - 3.5 - Position MSU as a Leader in Student Access and Success

Institution of Choice for Students & Employees

Strategy Unit Manager: Frederick, Teresa

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133 - Position MSU as a Leader in Student Access and Success.

Position MSU as a Leader in Student Access and Success. This is not a priority strategy for FY26.

Initiative Purpose: Strategic Plan   **Initiative Status:** In Progress

Tasks

1. Understand MSU's current classification for student access and earnings and share that information with the university community.

Start Date: 10/01/2025	Due Date:	Priority: Medium	Status: In Progress	Requested: $0.00	Approved: $0.00

2. Identify similarly situated Opportunity Colleges and Universities (Higher Access, Higher Earnings) and review their best practices for possible future actions.

Start Date: 11/03/2025	Due Date:	Priority: Medium	Status: In Progress	Requested: $0.00	Approved: $0.00

3. 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.

Start Date: 01/02/2026	Due Date:	Priority: Medium	Status: In Progress	Requested: $0.00	Approved: $0.00

Intended Results

No Data Found

Benchmark for Success

No Data Found

Status Reports

11/24/2025	Review of Student Access and Earnings Classification Technical Manual is in progress by members. Opportunity Colleges and Universities within our Classification have been identified for additional review by members.

Outcome Assessment (Based on Benchmarks)

No Data Found

Student & Alumni Experience

Strategy Unit Manager: Weber, Andrea

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120 - Develop a university-wide standard for customer service expectations

Develop a university-wide standard for customer service expectations

Initiative Purpose: Strategic Planning   **Initiative Status:** In Progress

Tasks

1. Identify what customer service trainings the university has currently
Stakeholders: Human Resource Office

Start Date:	Due Date:	Priority:	Status:	Requested:	Approved:
09/10/2025	10/17/2025	Medium	Completed	$0.00	$0.00

2. Research possible customer service trainings that would fit into a higher education context
Stakeholders: Human Resource Office

Start Date:	Due Date:	Priority:	Status:	Requested:	Approved:
09/10/2025	11/01/2025	Medium	Completed	$0.00	$0.00

Intended Results

No Data Found

Benchmark for Success

09/26/2025	Offer standardized customer service training

Task 1: Create an all inclusive listing of the university's customer service training sessions
Task 2: Create a report of potential customer service training options. Report will include recommendations

Status Reports
No Data Found

Outcome Assessment (Based on Benchmarks)	
09/26/2025	**Task 1**: Completed report **Task 2**: Completed report with recommendations

119 - Train faculty & staff about support available for students

Train faculty & staff about support available for students, including subgroups such as transfer students, adult learners, and international students

Initiative Purpose: Strategic Planning   **Initiative Status:** In Progress

Tasks

1. Gather information to determine what chatbots or other 'one stops' the university currently employs
Stakeholders: Office of admissions, computer services, various student affairs offices, student success

Start Date:	Due Date:	Priority:	Status:	Requested:	Approved:
10/01/2025	10/31/2025	Medium	Completed	$0.00	$0.00

2. Research & review current admission chatbot for potential expansion
Stakeholders: Office of admissions
Notes: Enrollment management is discussing using something other than Mainstay - admissions & fin aid chatbot. It's likely the idea to expand Mainstay will not be approved.
Notes: Enrollment management is working with CollegeVine to create a prospective-student friendly AI recruiter. This includes inbound and outbound phone calls, emails, and a chatbot. This will become a feature on admission web properties. Eventually it could become a feature for current students

Start Date:	Due Date:	Priority:	Status:	Requested:	Approved:
09/10/2025	01/20/2026	Medium	Completed	$0.00	$0.00

Intended Results

No Data Found

Benchmark for Success

09/26/2025	**Task 1**: Create an all inclusive listing of university chatbots, mobile app, one stop websites, and text messaging platforms

Task 2: Develop a summary report of the pros, cons, and recommendations of the current admission chatbot

Status Reports
No Data Found

Outcome Assessment (Based on Benchmarks)	
09/26/2025	**Task 1**: Completed report **Task 2**: Completed report with recommendations

118 - Use data to improve the student experience

Use data to improve the student experience

Initiative Purpose: Strategic Planning   **Initiative Status:** In Progress

Tasks

1. Catalog what student surveys and student data points MSU has
Stakeholders: Office of Institutional Research
Notes: Assessment and Accreditation, Academic Affairs, Student Affairs, MarCom - who else is surveying students?

Start Date:	Due Date:	Priority:	Status:	Requested:	Approved:
10/01/2025	10/31/2025	Medium	Completed	$0.00	$0.00

2. Research & explore utilization of the Ruffalo Noel Levitz Student Satisfaction Inventory
Stakeholders: Student Affairs & Student Success
January 13th - RNL Demo
January 27th - Strategy group meeting to discuss next steps with RNL.

Start Date:	Due Date:	Priority:	Status:	Requested:	Approved:
09/04/2025	01/13/2026	Medium	In Progress	$23,000.00	$23,000.00

Intended Results

No Data Found

Benchmark for Success

09/26/2025	Collect & analyze data sources. Share findings with stakeholders and identify actionable insights from the data
	Task 1: Create an all inclusive listing of student surveys and data points
	Task 2: Obtain quote & host a demo

Status Reports

09/26/2025	**Task 2**: Quote has been obtained. Need to schedule demo

Outcome Assessment (Based on Benchmarks)

09/26/2025	**Task 1**: Completed report **Task 2:** Budget request approved, demo scheduled, and timeline created for implementation

Student & Alumni Experience

Strategy Unit Manager: Dunn, Brent

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152 - Perform Ongoing Constituent Data Research

Perform Ongoing Constituent Data Research

Initiative Purpose: Strategic Plan   **Initiative Status:** In Progress

Tasks

1. Conduct regular research and data enhancement efforts to improve the accuracy and completeness of constituent contact information, supporting more effective fundraising and engagement strategies
Responsible Parties: Director of Technology and Data Services, Director of Contribution Management, Executive Director of Prospect Development

Start Date:	Due Date:	Priority:	Status:	Requested:	Approved:
		Medium	In Progress	$0.00	$0.00

Intended Results
No Data Found

Benchmark for Success
No Data Found

Status Reports
No Data Found

Outcome Assessment (Based on Benchmarks)

No Data Found

138 - Analyze Educational Advisory Board (EAB)

Analyze Educational Advisory Board (EAB) and Other Data to Inform Staffing Plan

Initiative Purpose: Strategic Plan

Initiative Status: In Progress

Tasks

1. Analyze EAB and other benchmarking or performance data to present staffing plan requests aligned with strategic priorities
Responsible Parties: Vice President for University Advancement

Start Date:	Due Date:	Priority: Medium	Status: In Progress	Requested: $0.00	Approved: $0.00

Intended Results

No Data Found

Benchmark for Success

No Data Found

Status Reports

No Data Found

Outcome Assessment (Based on Benchmarks)

No Data Found

140 - Conduct Annual Planning Meeting for Advancement Activities

Conduct Annual Planning Meeting for Advancement Activities

Initiative Purpose: Strategic Plan   **Initiative Status:** In Progress

Tasks

1. Hold a structured annual planning meeting each April to review and coordinate advancement programs, events, solicitation campaigns, and major projects for the upcoming fiscal year
Responsible Parties: University Advancement Senior Leadership Team

Start Date:	Due Date:	Priority:	Status:	Requested:	Approved:
04/01/2025		Medium	In Progress	$0.00	$0.00

Intended Results

No Data Found

Benchmark for Success

No Data Found

Status Reports

No Data Found

Outcome Assessment (Based on Benchmarks)

No Data Found

144 - Conduct Collaborative KPI and Communication Meetings with University Leadership

Conduct Collaborative KPI and Communication Meetings with University Leadership

Initiative Purpose: Strategic Plan   **Initiative Status:** In Progress

Tasks

1. Hold initial meetings with all Deans, the West Plains Chancellor, Vice Presidents, and Athletics leadership to propose University Advancement impact Key Performance Indicators (KPIs) and identify the most effective ways to communicate and collaborate with colleges and units
Responsible Parties: University Advancement Senior Leadership

Start Date:	Due Date:	Priority: Medium	Status: In Progress	Requested: $0.00	Approved: $0.00

Intended Results

No Data Found

Benchmark for Success

No Data Found

Status Reports

No Data Found

Outcome Assessment (Based on Benchmarks)

No Data Found

150 - Conduct External Review of Annual Giving Programs

Conduct External Review of Annual Giving Programs

Initiative Purpose: Strategic Plan   **Initiative Status:** In Progress

Tasks

1. Engage an outside consultant to perform a comprehensive analysis of annual giving programs and recommend improvements as needed
Responsible Parties: Executive Director of Engagement and Alumni Relations, Director of Annual Funds, Director of Technology and Data Services, Director of Contribution Management

Start Date:	Due Date:	Priority:	Status:	Requested:	Approved:
		Medium	In Progress	$0.00	$0.00

Intended Results

No Data Found

Benchmark for Success

No Data Found

Status Reports

No Data Found

Outcome Assessment (Based on Benchmarks)

No Data Found

145 - Conduct Quarterly Strategic Plan Reviews

Conduct Quarterly Strategic Plan Reviews

Initiative Purpose: Strategic Plan   **Initiative Status:** In Progress

Tasks

1. Integrate quarterly reviews of the strategic plan into University Advancement's monthly staff meetings to monitor progress, identify challenges, and adjust tactics as needed
Responsible Parties: University Advancement Senior Leadership Team

Start Date:	Due Date:	Priority: Medium	Status: In Progress	Requested: $0.00	Approved: $0.00

Intended Results

No Data Found

Benchmark for Success

No Data Found

Status Reports

No Data Found

Outcome Assessment (Based on Benchmarks)

No Data Found

158 - Create Regular Advancement Update Videos for Targeted Groups

Create Regular Advancement Update Videos for Targeted Groups

Initiative Purpose: Strategic Plan   **Initiative Status:** Not Started

Tasks

1. Produce and distribute short, informative video updates from University Advancement tailored to segmented donor groups based on giving level. Videos will be used for email outreach and later posted on social media for broader engagement
Responsible Parties: University Advancement Senior Leadership Team

Start Date: 07/02/2027	Due Date:	Priority: Medium	Status: Pending	Requested: $0.00	Approved: $0.00

Intended Results

No Data Found

Benchmark for Success

No Data Found

Status Reports

No Data Found

Outcome Assessment (Based on Benchmarks)

No Data Found

157 - Create Specific Solicitation Plans to Grow Athletics Gifts

Create Specific Solicitation Plans to Grow Athletics Gifts

Initiative Purpose: Strategic Plan   **Initiative Status:** In Progress

Tasks

1. Develop targeted solicitation strategies to increase contributions to athletics gifts
Responsible Parties: Senior Director of Athletics Development, Director of Athletics Development, Director of Annual Funds, Assistant Director of Digital Engagement

Start Date:	Due Date:	Priority:	Status:	Requested:	Approved:
		Medium	In Progress	$0.00	$0.00

Intended Results

No Data Found

Benchmark for Success

No Data Found

Status Reports

No Data Found

Outcome Assessment (Based on Benchmarks)

No Data Found

143 - Develop Comprehensive Onboarding Program for University Advancement Employees

Develop Comprehensive Onboarding Program for University Advancement Employees

Initiative Purpose: Strategic Plan

Initiative Status: Not Started

Tasks

1. Design and implement a detailed onboarding program for all University Advancement employees
Responsible Parties: University Advancement Senior Leadership Team

Start Date: 07/02/2027	Due Date:	Priority: Medium	Status: Pending	Requested: $0.00	Approved: $0.00

Intended Results

No Data Found

Benchmark for Success

No Data Found

Status Reports

No Data Found

Outcome Assessment (Based on Benchmarks)

No Data Found

149 - Develop Traditions Hall in the Smart Advancement Center

Develop Traditions Hall in the Smart Advancement Center

Initiative Purpose: Strategic Plan   **Initiative Status:** In Progress

Tasks

1. Collaborate with architects to design and implement Traditions Hall in the new Smart Advancement Center, creating a space that shows the story of Missouri State, alumni engagement, and the impact of philanthropy
Responsible Parties: University Advancement Senior Leadership Team

Start Date:	Due Date:	Priority:	Status:	Requested:	Approved:
		Medium	In Progress	$0.00	$0.00

Intended Results

No Data Found

Benchmark for Success

No Data Found

Status Reports

No Data Found

Outcome Assessment (Based on Benchmarks)

No Data Found

154 - Establish and Communicate Giving Expectations for Volunteer Boards

Establish and Communicate Giving Expectations for Volunteer Boards

Initiative Purpose: Strategic Plan   **Initiative Status:** Not Started

Tasks

1. Set clear giving expectations for all volunteer boards across the university and regularly track giving participation rates among alumni and friends serving in these roles
Responsible Parties: University Advancement Senior Leadership Team

Start Date: 07/02/2027	Due Date:	Priority: Medium	Status: Pending	Requested: $0.00	Approved: $0.00

Intended Results

No Data Found

Benchmark for Success

No Data Found

Status Reports

No Data Found

Outcome Assessment (Based on Benchmarks)

No Data Found

160 - Execute Updated Wealth Screening of Constituents

Execute Updated Wealth Screening of Constituents

Initiative Purpose: Strategic Plan   **Initiative Status:** In Progress

Tasks

1. Conduct a comprehensive wealth screening of university constituents to better understand philanthropic potential and inform campaign readiness and prospect strategy
Responsible Parties: Director of Contribution Management, Director of Technology and Data Services, Executive Director of Prospect Development

Start Date:	Due Date:	Priority:	Status:	Requested:	Approved:
		Medium	In Progress	$0.00	$0.00

Intended Results

No Data Found

Benchmark for Success

No Data Found

Status Reports

No Data Found

Outcome Assessment (Based on Benchmarks)

No Data Found

137 - Host a University-Wide Engagement Summit

Host a University-Wide Engagement Summit

Initiative Purpose: Strategic Plan　　　　　　　　　　　　　**Initiative Status:** Not Started

Tasks

1. Produce an Engagement Summit for Foundation Board of Trustees, Alumni Board of Directors, and all Advisory Board members within the university.
Responsible Parties: University Advancement Senior Leadership Team

Start Date: 07/01/2027	Due Date:	Priority: Medium	Status: Pending	Requested: $0.00	Approved: $0.00

Intended Results

No Data Found

Benchmark for Success

No Data Found

Status Reports

No Data Found

Outcome Assessment (Based on Benchmarks)

No Data Found

142 - Implement New Constituent Management Platform

Implement New Constituent Management Platform

Initiative Purpose: Strategic Plan   **Initiative Status:** Not Started

Tasks

1. Adopt and implement a new constituent portal platform to replace iModules, enhancing engagement, communication, and data integration capabilities
Responsible Parties: Director of Technology and Data Services, and Senior Leadership Team

Start Date: 07/03/2028	Due Date:	Priority: Medium	Status: Pending	Requested: $0.00	Approved: $0.00

Intended Results

No Data Found

Benchmark for Success

No Data Found

Status Reports

No Data Found

Outcome Assessment (Based on Benchmarks)

No Data Found

146 - Incorporate Endowed Fund Metrics into Development Officer Goals

Incorporate Endowed Fund Metrics into Development Officer Goals

Initiative Purpose: Strategic Plan   **Initiative Status:** In Progress

Tasks

1. Integrate specific endowed fund metrics into the annual performance goals of Directors of Development (DODs) to strengthen long-term funding and align individual objectives with strategic priorities
Responsible Parties: Assistant Vice President for Development and Strategy

Start Date:	Due Date:	Priority:	Status:	Requested:	Approved:
		Medium	In Progress	$0.00	$0.00

Intended Results

No Data Found

Benchmark for Success

No Data Found

Status Reports

No Data Found

Outcome Assessment (Based on Benchmarks)

No Data Found

159 - Incorporate Video Messaging to Showcase Advancement Impact

Incorporate Video Messaging to Showcase Advancement Impact

Initiative Purpose: Strategic Plan   **Initiative Status:** Not Started

Tasks

1. Use compelling video content to highlight the impact of University Advancement and foster pride in Missouri State University. Videos will be shared through digital channels to broaden awareness and connection
Responsible Parties: Executive Director of University Advancement Relations, Director of University Advancement Communications, Senior Leadership Team

Start Date: 07/02/2027	Due Date:	Priority: Medium	Status: Pending	Requested: $0.00	Approved: $0.00

Intended Results

No Data Found

Benchmark for Success

No Data Found

Status Reports

No Data Found

Outcome Assessment (Based on Benchmarks)

No Data Found

155 - Increase Visibility and Accessibility of Giving Opportunities

Increase Visibility and Accessibility of Giving Opportunities

Initiative Purpose: Strategic Plan   **Initiative Status:** Not Started

Tasks

1. Enhance the visibility and ease of access for making financial contributions to Missouri State University by integrating giving opportunities into Advancement communications and the university homepage
Responsible Parties: Annual Giving and Advancement Communications Teams

Start Date: 07/02/2027	Due Date:	Priority: Medium	Status: Pending	Requested: $0.00	Approved: $0.00

Intended Results

No Data Found

Benchmark for Success

No Data Found

Status Reports

No Data Found

Outcome Assessment (Based on Benchmarks)

No Data Found

139 - Investigate Feasibility of Hiring Student Advancement Ambassadors

Investigate Feasibility of Hiring Student Advancement Ambassadors

Initiative Purpose: Strategic Plan   **Initiative Status:** In Progress

Tasks

1. Explore the potential for creating a student ambassador program to work in the Advancement Center and related advancement events
Responsible Parties: Vice President for University Advancement

Start Date:	Due Date:	Priority:	Status:	Requested:	Approved:
		Medium	In Progress	$0.00	$0.00

Intended Results

No Data Found

Benchmark for Success

No Data Found

Status Reports

No Data Found

Outcome Assessment (Based on Benchmarks)

No Data Found

141 - Promote C-USA through Strategic Regional Events

Promote C-USA through Strategic Regional Events

Initiative Purpose: Strategic Plan   **Initiative Status:** In Progress

Tasks

1. Develop and host events in key cities where Conference USA (C-USA) competitors are located to introduce and promote the university's C-USA affiliation
Responsible Parties: Executive Director of Engagement and Alumni Relations, Senior Director of Athletics Development

Start Date:	Due Date:	Priority:	Status:	Requested:	Approved:
		Medium	In Progress	$0.00	$0.00

Intended Results

No Data Found

Benchmark for Success

No Data Found

Status Reports

No Data Found

Outcome Assessment (Based on Benchmarks)

No Data Found

136 - Promote the University Advancement Mission Statement

Promote the University Advancement Mission Statement

Initiative Purpose: Strategic Plan   **Initiative Status:** In Progress

Tasks

1. Enhance visibility and alignment of the University Advancement Mission Statement by adding it to promotional materials such as shirts, notepads, cups, business cards, email signature line, etc.
Responsible Parties: University Advancement Senior Leadership Team

Start Date:	Due Date:	Priority:	Status:	Requested:	Approved:
		Medium	In Progress	$0.00	$0.00

Intended Results

No Data Found

Benchmark for Success

No Data Found

Status Reports

No Data Found

Outcome Assessment (Based on Benchmarks)

No Data Found

156 - Restructure of the MSU Foundation Homepage

Restructure of the MSU Foundation Homepage

Initiative Purpose: Strategic Plan **Initiative Status:** In Progress

Tasks

1. Revamp the MSU Foundation homepage to enhance layout, clarity of information, and user navigation, making it easier for visitors to find resources and engage with university initiatives
Responsible Parties: Advancement Communications Team

Start Date:	Due Date:	Priority:	Status:	Requested:	Approved:
		Medium	In Progress	$0.00	$0.00

Intended Results

No Data Found

Benchmark for Success

No Data Found

Status Reports

No Data Found

Outcome Assessment (Based on Benchmarks)

No Data Found

151 - Schedule Ongoing Collaborative Meetings with Colleges and Units

Schedule Ongoing Collaborative Meetings with Colleges and Units

Initiative Purpose: Strategic Plan   **Initiative Status:** In Progress

Tasks

1. Establish a recurring schedule of individualized meetings between University Advancement and campus colleges/units to align on strategic communications, engagement opportunities, and development priorities
Responsible Parties: Vice President for University Advancement

Start Date:	Due Date:	Priority:	Status:	Requested:	Approved:
		Medium	In Progress	$0.00	$0.00

Intended Results

No Data Found

Benchmark for Success

No Data Found

Status Reports

No Data Found

Outcome Assessment (Based on Benchmarks)

No Data Found

153 - Strengthen Partnership with Enrollment Management

Strengthen Partnership with Enrollment Management

Initiative Purpose: Strategic Plan

Initiative Status: Not Started

Tasks

1. Collaborate closely with Enrollment Management on strategic programs and initiatives that support recruitment, retention, and long-term engagement of prospective and current students
Responsible Parties: University Advancement Senior Leadership Team

Start Date: 07/02/2027	Due Date:	Priority: Medium	Status: Pending	Requested: $0.00	Approved: $0.00

Intended Results

No Data Found

Benchmark for Success

No Data Found

Status Reports

No Data Found

Outcome Assessment (Based on Benchmarks)

No Data Found

147 - Strengthen Partnership with Student Affairs on Key Student Events

Strengthen Partnership with Student Affairs on Key Student Events

Initiative Purpose: Strategic Plan   **Initiative Status:** In Progress

Tasks

1. Enhance collaboration with Student Affairs to engage students and families during significant campus events, such as New Student Convocation, Move in Weekend, Commencement, Admission Tours, Family Weekend, SOAR, etc.
Responsible Parties: University Advancement Senior Leadership Team

Start Date:	Due Date:	Priority:	Status:	Requested:	Approved:
		Medium	In Progress	$0.00	$0.00

Intended Results

No Data Found

Benchmark for Success

No Data Found

Status Reports

No Data Found

Outcome Assessment (Based on Benchmarks)

No Data Found

148 - Use Data to Assess and Identify Philanthropic Potential

Use Data to Assess and Identify Philanthropic Potential

Initiative Purpose: Strategic Plan   **Initiative Status:** In Progress

Tasks

1. Leverage data analytics to assess constituents by philanthropic capacity, affinity, and propensity to give, supporting more targeted engagement and cultivation strategies
Responsible Parties: University Advancement Senior Leadership Team

Start Date:	Due Date:	Priority:	Status:	Requested:	Approved:
		Medium	In Progress	$0.00	$0.00

Intended Results

No Data Found

Benchmark for Success

No Data Found

Status Reports

No Data Found

Outcome Assessment (Based on Benchmarks)

No Data Found

Student & Alumni Experience

Strategy Unit Manager: Dunklin, Desmond

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163 - Promote a wide variety of events, including arts programming

Promote a wide variety of events, including arts programming

Initiative Purpose: Strategic Plan   **Initiative Status:** In Progress

Tasks

1. Identify Large Scale University Events

Start Date: 10/29/2025	Due Date: 12/01/2025	Priority: Medium	Status: In Progress	Requested: $0.00	Approved: $0.00

2: Identify criteria, target audience, university stakeholders

Start Date: 10/29/2025	Due Date: 12/01/2025	Priority: Medium	Status: In Progress	Requested: $0.00	Approved: $0.00

3. Establish Baseline Data, Attendance, and Engagement for Large Scale Events

Start Date: 10/29/2025	Due Date: 12/01/2025	Priority: Medium	Status: In Progress	Requested: $0.00	Approved: $0.00

Intended Results

No Data Found

Benchmark for Success

No Data Found

Status Reports

No Data Found

Outcome Assessment (Based on Benchmarks)

No Data Found

117 - Create a streamline Communication Channel

Create a streamline Communication Channel that students, alumni and other can use to learn about events and opportutnies on campus

Initiative Purpose: Strategic Planning   **Initiative Status:** In Progress

Tasks

1. Assessment Data, Stats, and Surveys
Stakeholders: MarCOMM, Athletics, & OSE

Start Date:	Due Date:	Priority:	Status:	Requested:	Approved:
09/03/2025	12/19/2025	Medium	In Progress	$2,000.00	$0.00

2. Training Student Organization, Staff, and Academic Areas
Stakeholders: OSE

Start Date:	Due Date:	Priority:	Status:	Requested:	Approved:
07/30/2025	12/19/2025	Medium	In Progress	$6,000.00	$0.00

3. University Digital Media & Social Media Campiagn for Bear Link
Responsible Parties: MarCOMM & OSE
Stakeholders: MarCOMM & OSE

Start Date:	Due Date:	Priority:	Status:	Requested:	Approved:
09/30/2025	12/19/2025	Medium	In Progress	$2,000.00	$0.00

Intended Results

No Data Found

Benchmark for Success

09/26/2025	Identify current methods of communication and engagement to determine how information and resources being distrubed to the MSU Community **Task 1**: Social Media Numbers , WW Assessment Data, **Task 2:** Student Org Registration , SOLD Retreat, Lunch & Learns **Task 3**: Number of Bearlink Pages & Social Media Numbers

Status Reports

No Data Found

Outcome Assessment (Based on Benchmarks)

09/26/2025	**Task 1:** Review Assessment Data **Task 2:** Post Assessment Data **Task 3:** Review Assessment Data

Student & Alumni Experience

Strategy Unit Manager: Henry, Bethany

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114 - Enhance Name, Image and Likeness (NIL)

Enhance Name, Image and Likeness (NIL) opportunities and transfer portal strategies

Initiative Purpose: Strategic Planning   **Initiative Status:** In Progress

Tasks

1. Develop a dedicated support program - create a general manager position
Responsible Parties: Athletics Dept.
Team Responsible Parties: Amanda Schmelzer
Benchmark: Continue to add opportunities for education related to NIL to support opportunities for student athletes.

Start Date:	Due Date: 05/31/2026	Priority: Medium	Status: In Progress	Requested: $0.00	Approved: $0.00

2. Continue to offer a platform for student athletes to enhance their NIL brand especially to our partners
Responsible Parties: Compliance, Development Office
Team Responsible Parties: Amanda Schmelzer
Benchmark: Increase student participation in Opendorse, Influencer.

Start Date:	Due Date:	Priority: Medium	Status: In Progress	Requested: $0.00	Approved: $0.00

3. Assign a staff member dedicated to monitoring the transfer portal and build relationships with prospective student athletes.
Responsible Parties: Head Coach

Team Responsible Parties: Casey Hunt

Bench Mark: Create a job description for a general manager position so when funding is available a plan is in place. Retain 90% of student athletes.

Start Date:	Due Date: 05/31/2026	Priority: Medium	Status: In Progress	Requested: $0.00	Approved: $0.00

4. Develop a 'plan' for transfers that highlight program culture and NIL success.
Responsible Parties: Head Coach, Academics, Compliance
Team Responsible Parties: Amanda Schmelzer
Benchmark: Create external communication materials showing sport program values, NIL stories, support services offered.

Start Date:	Due Date:	Priority: Medium	Status: In Progress	Requested: $0.00	Approved: $0.00

5. Work with the foundation/development office/alumni to support NLI funding and facilitate student athlete opportunities.
Responsible Parties: Head Coach, Athletics Development, GM position
Team Responsible Parties: ?
Benchmark: Increase numbers or partners/ increase NIL deals and track the number of deals made.

Start Date:	Due Date: 05/31/2026	Priority: Medium	Status: In Progress	Requested: $0.00	Approved: $0.00

Intended Results
No Data Found

Benchmark for Success	
09/24/2025	Task 1. Continue to add opportunities for education related to NIL to support opportunities for SA Task 2. Opendorse, Influencer Task 3. Retention Metrics --90% of SA remain with the program, include a transfer presetantion, Task 4. Clear message of program values , NIL stories, support services offered Task 5. Increase number of partners / Increase NIL Deals and track the number of delas made

Status Reports

No Data Found

Outcome Assessment (Based on Benchmarks)

No Data Found

116 - Implement the Incollegiate Athletics Strategic Plan

Implement the Incollegiate Athletics Strategic Plan

Initiative Purpose: Strategic Planning   **Initiative Status:** In Progress

Tasks

1. Roll out recently revised Intercollegiate Athletics Strategic Plan. Focusing on infrastructure improvements, fundraising and community engegement and enhance traingin facilities
Responsible Parties: AD/Sr Associate AD/Ath Communications, AD/President/Design and Construction/Univ Advancement, AD/Design and Construction, Athletic Staff /Coaches
Team Responsible Parties: Casey Hunt, Dan Raines, and Bethany Henry
Benchmark:
Distribute plan to athletes, staff, coaches and university leadership as it gets updated.
Develop masterplan for the football facilities.
Continue to have reams and coaches engage with the community at various events throughout the year. Track number of hours to establish the baseline.

Start Date:	Due Date:	Priority:	Status:	Requested:	Approved:
		Medium	In Progress	$0.00	$0.00

2. Regularly review and adjust the plan to respond to competetive challenges and opportunities.
Responsible Parties: AD/Sr Associate AD/SWA
Team Responsible Parties: Casey Hunt
Benchmarks: Review Athletic Strategic Plan annually with senior staff, to evaluate progress, identity hurdles, and update plan as needed.

Start Date:	Due Date:	Priority:	Status:	Requested:	Approved:
		Medium	In Progress	$0.00	$0.00

Intended Results

No Data Found

Benchmark for Success	
09/24/2025	Dirtribute to athletics staff/coaches and university leadership. Already posted to athletics website. Continue to work on the master plan for football facilities Improve athletics infrastructure across all facilities Continue to have teams and coaches engage with the community at various events throughout the year Evaluate and develop a facilitiy plan for athletic training room upgrades Review annually with sr staff, coaches to evalute progress, identify hurdles, and adjust action steps and update plan as needed.

Status Reports
No Data Found

Outcome Assessment (Based on Benchmarks)
No Data Found

113 - Position Top revenue generation

Position Top revenue generation sport teams for success (m. basketball, w. basketball and football)

Initiative Purpose: Strategic Planning   **Initiative Status:** In Progress

Tasks

1. Continue to seek external funding sources to assist with facility capital improvements
Responsible Parties: Athletic Director, Univ Advancement, Learfield,
Team Responsible Parties : Casey Hunt and Bethany Henry
Benchmark: Secure new major gifts, retain at least 80% of existing Donor, complete athletics football master plan and renderings to aid in fundraising efforts.

Start Date:	Due Date:	Priority:	Status:	Requested:	Approved:
	05/31/2026	Medium	In Progress	$0.00	$0.00

2. Invest in analytics and technology to increase fan engagement /ticket sale
Responsible Parties: Athletics Marketing, Ticket Office
Team Responsible Parties: Casey Hunt
Benchmark: Establish ticket sales benchmark with being in new conference. In following years work to Increase Ticket sales by 5% in our 5 revenue sports. (Football, Men's and Women's basketball, volleyball and baseball)

Start Date:	Due Date:	Priority:	Status:	Requested:	Approved:
	05/31/2026	Medium	In Progress	$0.00	$0.00

3. Maximize scholarships for football, m. basketball and w. basketball
Responsible Parties: Foundation, Athletics Development
Team Responsible Parties: Casey Hunt
Benchmark: 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.

Start Date:	Due Date:	Priority:	Status:	Requested:	Approved:
	05/31/2026	Medium	In Progress	$0.00	$0.00

Intended Results

No Data Found

Benchmark for Success

09/25/2025	Task 1. Fundraising campaign, increase in donations, corporate sponsorships, secure new major gifts, retain at least 80% of existing donors.
09/25/2025	Task 2. Increase by 5%
09/25/2025	Task 3. University Support, endowed scholarships

Status Reports

No Data Found

Outcome Assessment (Based on Benchmarks)

No Data Found

115 - Promote student athlete academic achievement

Promote student athlete academic achievement

Initiative Purpose: Strategic Planning
Initiative Status: In Progress

Tasks

1. Strengthen academic support services for student athletes. Monitor academic performance targets, aiming to exceed the CUSA Averages.
Responsible Parties: Athletics Academic Achievement Center
Team Responsible Parties: Dan Raines
Benchmark: 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. Tabulate baseline this year and increase by 5% in future years.
Continue to support academic services for student athletes (tutors, writing center, ect.)
Ensure seniors and graduate student athletes are enrolled in a major that aligned with their career goals. Track post graduate careers.

Start Date:	Due Date: 05/31/2026	Priority: Medium	Status: In Progress	Requested: $0.00	Approved: $0.00

Intended Results

No Data Found

Benchmark for Success

09/24/2025

Determin what the CUSA avergaes are for GSR, FGR and APR and set benchmarks for each
Continue to maintain or exceed cum 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 the career goals. Track post grad career.

Status Reports

No Data Found

Outcome Assessment (Based on Benchmarks)

No Data Found

Branding & Identity

Strategy Unit Manager: Canada, Corey

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121 - Refresh the brand

Refresh the brand

Initiative Purpose: Strategic Planning   **Initiative Status:** In Progress

Tasks

Phase 1 begins with a comprehensive research and discovery process, including a brand audit that reviews prior Simpson Scarborough research, strategic planning materials, existing creative assets, social media narratives, and competitor institution brands, alongside qualitative interviews and quantitative surveys with key audiences such as prospective students, parents, current students, faculty, staff, and alumni. These findings are then translated into actionable insights that highlight opportunities for refined brand positioning and messaging, setting the foundation for Phase 2 implementation. The process culminates in a detailed research report and a strategy workshop with stakeholders and leadership to align on priorities and next steps for the university's brand evolution.
Stakeholders: Refresh the brand workgroup, president's cabinet

Start Date:	Due Date:	Priority:	Status:	Requested:	Approved:
10/01/2025	05/15/2026	High	In Progress	$117,000.00	$113,000.00

While the university moves through the brand research and refresh process, the Marketing and Communications team, Refresh the Brand Workgroup and Branding and Identity Implementation Team will recommend interim guidance to tighten brand standards.
Stakeholders: Refresh the brand workgroup, marketing and communication team, branding and identity implementation team.

Start Date:	Due Date:	Priority:	Status:	Requested:	Approved:
11/01/2025	01/30/2026	Medium	In Progress	$0.00	$0.00

Building on the insights from Phase 1, the process moves into Phase 2 - concept and messaging development, where creative directions are crafted to explore refreshed expressions of the brand through updated messaging, tone, and design. These concepts are then tested with key audiences to evaluate clarity, resonance and emotional connection, ensuring they authentically reflect MSU's identity. Finally, the strongest concepts are formalized into comprehensive brand guidelines that define the university's messaging, tone, voice, and creative elements, providing a consistent framework for all communications.

Stakeholders: Refresh the brand workgroup, marketing and communications team, enrollment management team, other university units that use brand resources

Notes: This work is expected to take 7-8 months. If funding is approved for phase 2, we could begin this work as soon as the phase 1 work is completed (estimated January or February). However, the work would not be complete (and could not be fully billed) by the end of the fiscal year.

Start Date: 07/01/2026	Due Date: 05/31/2027	Priority: Medium	Status: Pending	Requested: $200,000.00	Approved: $0.00

Intended Results

No Data Found

Benchmark for Success

09/26/2025	**Task 1**: Delivery of brand analysis and insights report. **Task 2**: Delivery of new brand resources and training.

Status Reports

01/29/2026	**Task 1:** Carnegie was selected as the brand agency by the workgroup. • Pre-work has been completed, and Phase 1 brand research officially kicked off with Carnegie on Wednesday, January 28. • Brand research includes leadership interviews, two days of interactive workshops, an internal survey, competitor analysis, external perception research in key DMAs and analysis. • Research outcomes will inform Carnegie recommendations and the development of the brand strategy, which will guide Phase 2 creative development **Task 2**: Task 2 will commence at the completion of Task 1.

	Task 3: Recommendations for interim changes to branding guidelines, were approved by the president and implementation is in process.
11/22/2025	**Task 1:** The RFP has been completed and distributed, and agencies have begun submitting their responses. The deadline for submissions is Nov. 25. Agency selection will take place on Friday, Dec. 19, with the project kickoff scheduled for Jan. 12. **Task 2:** Task 2 will commence at the completion of Task 1. **Task 3:** The MarCom team, Refresh the Brand work group and Branding and Identity Implementation team provided recommendations for changes to branding guidelines. Pending final approval by president and/or cabinet.
09/26/2025	**Task 1**: Initial conversations with marketing agencies have occurred, providing estimates for scope of work. **Task 2**: Initial conversations with marketing agencies have occurred, providing estimates for scope of work.

Outcome Assessment (Based on Benchmarks)	
09/26/2025	**Task 1**: We do not anticipate the need to sustain Phase 1 beyond the initial funding period, as its purpose is to understand current brand effectiveness, opportunities and establish brand benchmarks. Once Phase 1 is complete, the research will serve as the foundation for measuring the effectiveness of the outcomes of Phase 2 (a refreshed brand). After the refreshed brand has been implemented and in the market for a set period of time, we will need to seek additional funding to evaluate brand performance by measuring progress against the Phase 1 benchmarks. **Task 2**: MSU will sustain the work in one of two ways. Option 1: In-house continuation — Marketing and communication manages the refreshed brand, produces digital and print assets and supports campus units via the brand portal, templates and services; no new headcount anticipated. Option 2: Agency support — retain an agency for surge capacity or specialty creative under MSU strategy, governance and guidelines.

Branding & Identity

Strategy Unit Manager: Tolbert, Kelsey

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124 - Celebrate through storytelling

Celebrate through storytelling and elevating signature events & campus celebrations

Initiative Purpose: Strategic Planning   **Initiative Status:** In Progress

Tasks

1. Establish official watch party locations on campus and with community partners
Stakeholders: Athletics, Alumni - Foundation, Sponsorship (Learfield), MarCom
Notes: Co-brand with Athletics storytelling to expand reach beyond campus

Start Date:	Due Date:	Priority:	Status:	Requested:	Approved:
08/01/2025	06/30/2026	Medium	In Progress	$15,000.00	$15,000.00

2. Expand Summer Pep Rallies with Alumni & Athletics outreach and former student-athlete invitation
Stakeholders: Alumni - Foundation, Athletics

Start Date:	Due Date:	Priority:	Status:	Requested:	Approved:
09/01/2025	06/30/2026	Medium	In Progress	$0.00	$0.00

3. Continue and expand "Party in the CUSA" with potential concert addition
Stakeholders: Athletics
Notes: Anchor annual tradition as a kickoff celebration for each season
New event title needed

Start Date: 02/01/2026	Due Date: 08/31/2026	Priority: Medium	Status: In Progress	Requested: $0.00	Approved: $0.00

Intended Results

No Data Found

Benchmark for Success

09/26/2025	**Task 3**: Attendance vs. prior year, ticket/merch sales tied to event, sponsor engagement

Status Reports

09/26/2025	**Task 1**: Identify campus/community venues Secure sponsor support Launch pilot parties for Fall football Expand to basketball season **Task 2**: Review Summer 2025 events - Done Identify rally cities/venues Invite alumni and former SAs Execute 3–4 pep rallies before football kickoff **Task 3**: Review of 2025 event completed

Outcome Assessment (Based on Benchmarks)

09/26/2025	**Task 1**: # of watch parties hosted, attendance at parties, alumni engagement metrics **Task 2**: Rally attendance, # of alumni/SA participants, earned media coverage

122 - Fan Experiences

Improve Fan Experiences to set the stage for celebrations of pride

Initiative Purpose: Strategic Planning   **Initiative Status:** In Progress

Tasks

1. Research and Explore utilization of a Student Rewards incentive program though the Athletics Mobile App.
Stakeholders: Athletics, Pride Marching Band, OSE, Fraternity/Sorority Life
Notes: *Student based program (attendance based)
*Spirit group based program (performance/engagement based)

Start Date:	Due Date:	Priority:	Status:	Requested:	Approved:
10/22/2025	07/31/2026	Medium	In Progress	$0.00	$0.00

2. Procure and Introduce "Bear Force One" Vehicle to fans as a multi-sport replacement of the Helmet Car
Responsible Parties: Athletics, Procurement, Transportation
Stakeholders: Athletics?Transportation Services
Notes: Helmet cart to be "retired" and developed into a branding/photo opportunity for fans at Football

Start Date:	Due Date:	Priority:	Status:	Requested:	Approved:
01/01/2026	07/31/2026	Medium	In Progress	$0.00	$0.00

Intended Results

No Data Found

Benchmark for Success

09/26/2025	**Task 1**: Obtain a quote & begin roll out plan **Task 2**: Acquisition of vehicle & roll out plan

Status Reports

09/26/2025	Sidearm (mobile app & website provider) has a solution. Quote & demo need to be scheduled.

Outcome Assessment (Based on Benchmarks)	
09/26/2025	**Task 1**: A plan to roll out incentive based program to students beginning with SOAR in June **Task 2**: Purchase acquired

123 - Lighting and Enviromental Design

Invest in Lighting and Enviromental Design

Initiative Purpose: Strategic Planning   **Initiative Status:** In Progress

Tasks

1. Enhance and incorporate special effects elements at Plaster Stadium and Great Southern Bank Arena
Stakeholders: Athletics

Start Date:	Due Date:	Priority:	Status:	Requested:	Approved:
09/01/2025	02/28/2026	Medium	In Progress	$0.00	$0.00

2. Research and Explore utilization of court projection lighting system at Great Southern Bank Arena
Stakeholders: Athletics, Foundation, Performing Arts

Start Date:	Due Date:	Priority:	Status:	Requested:	Approved:
09/01/2025	05/31/2026	Medium	In Progress	$0.00	$0.00

Intended Results

No Data Found

Benchmark for Success

09/26/2025	**Task 1:** Enhanced satisfaction ratings on surveys for "in-game entertainment" **Task 2:** Obtain a quote & discuss feesability

Status Reports

09/26/2025	**Task 1**: Fireworks & CO2 enhancements for Football under contract, discussions beginning for BKB Lighting system installed at Plaster, in-game utilization to be tested and fine tuned during games **Task 2:** Just beginning

Outcome Assessment (Based on Benchmarks)

09/26/2025	**Task 2**: Quote obtained and financing discussions/feesability plan in place

G5.SWG3 - 5.3 - Centralize Academic Success Stories & Connect Students and Alumni Through Stories

Branding & Identity

Strategy Unit Manager: Amberg, Lucie

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125 - Centralize and connect brand stories

Centralize and connect brand stories

Initiative Purpose: Strategic Planning   **Initiative Status:** In Progress

Tasks

1. Develop a list of where we find leads for stories about students, alumni and faculty.
Stakeholders: Centralize and connect work group
Committee: Ginger Stringer (lead), Angela Barker, Ben Adamson, Lucie Amberg

Start Date: 09/25/2025	Due Date: 06/01/2026	Priority: Medium	Status: In Progress	Requested: $0.00	Approved: $0.00

2. Create an inventory of where stories are being created and shared on university-supported platforms, both print, digital and multimedia (such as podcasts).
Stakeholders: Centralize and connect work group
Committee: Mary Bohlen (lead), Philip Bowles, Lucie Amberg

Start Date: 09/25/2025	Due Date: 01/16/2026	Priority: Medium	Status: In Progress	Requested: $0.00	Approved: $0.00

3. Develop a list of university-affiliated social media accounts.
Stakeholders: Centralize and connect work group
Committee: Andrea Mostyn (lead), Ben Adamson, Philip Bowles, Ryan Santoni, Ginger Stringer

Start Date:	Due Date:	Priority:	Status:	Requested:	Approved:
09/25/2025	06/01/2026	Medium	In Progress	$0.00	$0.00

4. Develop a list of what photo opportunities are already available.
Stakeholders: Centralize and connect work group
Committee: Chris Nagle (lead), Mary Bohlen, Paige Grisham

Start Date:	Due Date:	Priority:	Status:	Requested:	Approved:
09/25/2025	12/19/2025	Medium	In Progress	$0.00	$0.00

5. Develop a list of what spirit events are already happening.
Stakeholders: Centralize and connect work group
Committee: Ryan Santoni (lead), Ginger Stringer, Paige Grisham, Jerri Lynn Kyle

Start Date:	Due Date:	Priority:	Status:	Requested:	Approved:
09/25/2025	06/01/2026	Medium	In Progress	$0.00	$0.00

6. Develop a list of people on campus who are already involved in developing stories.
Stakeholders: Centralize and connect work group
Committee: Angela Barker (lead), Mary Bohlen, Andrea Mostyn, Jerri Lynn Kyle

Start Date:	Due Date:	Priority:	Status:	Requested:	Approved:
09/25/2025	06/01/2026	Medium	In Progress	$0.00	$0.00

7. Investigate tools or platforms that might support more centralized storytelling.
Stakeholders: Centralize and connect work group
Committee: Philip Bowles (lead), Chris Nagle, Angela Barker

Start Date:	Due Date:	Priority:	Status:	Requested:	Approved:
09/25/2025	06/01/2026	Medium	In Progress	$0.00	$0.00

Intended Results

No Data Found

Benchmark for Success	
09/26/2025	**Task 1**: Create a list with at least 5 lead-generation methods that can be utilized throughout the university. **Task 2:** One complete list of all active university blogs (on university-supported platforms), university websites (specifically identified for video content that's embedded in webpages), and print publications that are produced with university resources on behalf of a university unit. **Task 3:** Identify all official accounts and as many unofficial accounts as possible. **Task 4**: Develop a physical inventory of statues, signs, sculptures, monuments or other places on campus that provide good photo opportunities. **Task 5**: Define "spirit events." Develop a list of spirit events that currently occur for current students, prospective students, alumni, donors, Bear fans and faculty and staff. **Task 6**: A contact list that identifies at least one person who is the point person for communications/storytelling in every academic college and every public-facing, non-academic division. **Task 7:** Develop a list of three to five platforms that could be used to support centralized storytelling.

Status Reports	

01/30/2026	Status as of Jan. 29, 2026
	• All Year 1 tasks are on track for completion.
	• We are beginning to look ahead from our Year 1 tasks (**inventorying storytelling resources and processes**) to **defining best practices** and **looking for process improvements**.
	    o During spring 2026, we plan to hold a survey and focus group that will help us gather best practices and identify barriers.
	    o Our working group is likely to recommend the establishment of a centralized Communicators Forum. This is a regular meeting of communications personnel across the university.
	    o As we have worked to create a master list of people who are currently involved in storytelling, we have received feedback that something like the Communicators Forum would be welcome. This seems to be particularly relevant for people who are the only/one of the only comms staff in their unit. A summary from one of our group members: "People really want to share with other people doing the same kind of work. They believe in the

importance of telling our story, and they might be willing to do more than they're doing now."
- o We plan to hold the focus group in spring 2026 (late spring semester). It may become the foundation for this Communicators Forum.
- Before we dive deeper into potential resources we want to be sure our process is sound. Once we're confident that we've established a sound process, we should have a clearer idea of whether there are resource gaps.
- As part of this process work, we're **clarifying our storytelling definitions and goals**.
  - o We're working with the following definitions:
    - Story = Something that describes, explains or illustrates a change. This definition is useful because it provides direction and structure — you know you've got to establish the status quo, introduce an element that changes the status quo and then resolve it. And if there's no change, there's no story! And for the purposes of PR, it can be helpful to think of this "change" as a "transformation."
    - Storytelling = A communications tool that uses stories (as defined above) to persuade an audience in support of an institutional goal. Storytelling is best deployed in service of a big, organizational goal.
  - o To identify goals for our storytelling, we are currently assessing the strategic plan's desired outcomes as potential storytelling goals. (For example, the 30K enrollment outcome is something we think storytelling can effectively support.)

11/21/2025	Status as of Nov. 21, 2025 • All task forces are making progress on their goals. We are tracking to complete Year 1 tasks as planned. • Selected highlights include: 70+ content creators throughout campus identified; 100+ university-affiliated social media accounts have been inventoried; 100+ university story platforms (blogs) have been inventoried; a set of potential resources to support story creation and distribution has been identified; 30+ of these resources have been assessed as unlikely fits for our needs at this time. • As we complete these inventory tasks, we're beginning to ask questions such as: o Which campus events may be redundant because they have overlapping audiences and goals? Are there opportunities for redundant events to be combined?

- o What best practices might be developed for storytelling?
  - o What pain points exist in our current storytelling efforts? Which of these might be addressed with process improvements, rather than additional resources?
- During the spring semester, we anticipate completing all inventory tasks and continuing to discuss these larger questions so that we will be well positioned to define our Year 2 tasks.

Outcome Assessment (Based on Benchmarks)	
09/26/2025	**Task 1:** Completion of the list, along with criteria for how the list was curated. **Task 2:** Raw lists of Wordpress domains, university subdomains that feature video content. List of publications that include stories. **Task 3:** Documentation of contacting every university unit and student organization. **Task 4:** Develop a complete list, along with examples of how they're used (when possible). **Task 5**: Develop a complete list. **Task 6**: Develop a complete list. **Task 7**: Create criterion for what's needed in a platform. Identify platforms that meet the criterion. Research and narrow list to three to five that could be trialed in year two.

Branding & Identity

Strategy Unit Manager: Donnelson, Nicki

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126 - Bring the Community In, Send the Campus Out

Bring the Community In, Send the Campus Out

Initiative Purpose: Strategic Planning   **Initiative Status:** In Progress

Tasks

1. Strengthen recognition of efactory as both a university asset and a community gateway, and enhance its role as a space where ongoing opportunities for collaboration can be explored. Incorporate all campus partnerships into website so that it truly serves as a one-stop shop.
Responsible Parties: Working Group
Stakeholders: Faculty, Staff, and Community
Notes: Tactics include:
- Regular tours of efactory as part of new faculty/staff orientation & to community groups
- Host more campus groups at efactory & present about community connections/partnership
- Increase messaging in campus & community communications & collateral to generate awareness about opportunities
- Fully integrate more areas of the university on a website like missouristate.edu/partnerships
- Consider feasibility of a software application like GivePulse
- Review current reporting lines for offices that serve both campus & community

Start Date:	Due Date:	Priority:	Status:	Requested:	Approved:
		Medium	In Progress	$0.00	$0.00

2. Celebrate partnerships by elevating their visibility through brand resources, such as revitalized BearWear Fridays, and by implementing a "Powered/Partnered by MSU' brand designation.

Responsible Parties: Work group, including specifically efactory; Alumni; Development; Advancement; MarCom; Student Affairs
Stakeholders: Faculty, Staff, and Community
Notes: Tactics include:
- Increase visibility of and pride in MSU affiliation (ribbons for speaker badges
- Develop a "partnered by/powered by MSU" brand designation.
- Reinvigorate BearWear Friday on campus and community
- Identify more BearWear options for giveaways, other items that could be produced to display affiliation
- Build a Bear Owned Businesses program with alumni
- Launch a unified community partner recognition program
- Create a new robust MSU calendar that will "invite in the community."

Start Date:	Due Date:	Priority:	Status:	Requested:	Approved:
		Medium	In Progress	$0.00	$0.00

3. Connect Ozarks food culture and MSU's farm-to-fork strategy by cultivating a Missouri State food trail that encourages food and beverage industry partners from campus and across the city to feature menu items building pride around the city's largest institution of higher education.
Responsible Parties: Hospitality Leadership; Alumni efactory; MarCom
Stakeholders: Hospitality Leadership; Alumni, efactory; MarCom; College of Ag
Notes: Tactics include:
- Promote farm-to-fork strategy and MSU food trail
- Assess opportunities to work with local restaurants to develop menu items that meet the strategy

Start Date:	Due Date:	Priority:	Status:	Requested:	Approved:
06/01/2026		Medium	In Progress	$0.00	$0.00

4. Launch a Community Partner Recognition Program to honor organizations for contributions to academic and economic development.

Start Date:	Due Date:	Priority:	Status:	Requested:	Approved:
		Medium	In Progress	$0.00	$0.00

5. Host annual industry summits to engage stakeholders and to position MSU as a workforce development and innovation leader.

Start Date:	Due Date:	Priority: Medium	Status: In Progress	Requested: $0.00	Approved: $0.00

Intended Results

No Data Found

Benchmark for Success

09/26/2025	**Task 1**: To assess baseline: # of community visitors at efactory annually; # of web visits annually or form submissions; inventory #of community partners campus-wide. Benchmarks for success include more partnerships. **Task 2**: To assess baseline: Surveys, focus groups about sentiment. Benchmarks: active participation in BearWear Fridays. Greater visibility of MSU swag in statewide businesses. **Task 3**: Evaluate the feasability of this goal and align this task with College of Ag's Strategic Plan.

Status Reports

No Data Found

Outcome Assessment (Based on Benchmarks)

No Data Found