



Goal 1

ACADEMIC OPPORTUNITIES & INNOVATION

February 3, 2026



Strategy: Connect Curriculum to Careers

INITIATIVES 1 & 2: INTEGRATING TRANSFERABLE SKILLS RELEVANT TO WORKFORCE DEMANDS

- **Examined** 50+ academic studies, professional documents, and university websites → working bibliography
- **Identified** key transferable skills and relevant pedagogies
- **Located** a model for competency-based syllabi
- **Completed** 10 reviews of comparable Gen Ed curricula
 - Will add a handful when benchmark institutions are released
 - Subcommittee formed for Gen Ed next steps – FEB/MARCH



Strategy: Connect Curriculum to Careers

INITIATIVES 1 & 2: INTEGRATING TRANSFERABLE SKILLS RELEVANT TO WORKFORCE DEMANDS

Findings:

- Key **competency** areas emerging from analysis
 - Communication
 - Interpersonal skills
 - Critical thinking and problem solving
 - Teamwork
 - Adaptability
 - AI literacy?
- Pedagogical approaches
 - Applied and experiential learning, real world context, team-based projects, internships



Strategy: Connect Curriculum to Careers

Comparison of Employer Perceptions of Whether Work-Related Skills are “Very Important” v. Whether College Students are “Very Well Prepared” to Apply the Skills.

	Very Important	Very Well Prepared	% Difference
Critical thinking	66%	40%	26%
Teamwork	67%	42%	25%
Oral communication	64%	39%	25%
Apply knowledge to real world settings	62%	38%	24%
Ethical judgment and decision making	59%	37%	22%
Locate, organize, and evaluate information	60%	39%	21%
Analyze and solve complex problems	58%	37%	19%
Written communication	58%	39%	14%
Ability to engage in thoughtful debate	51%	37%	13%
Appreciation of cultural differences	52%	39%	11%
Creativity	52%	41%	9%
Ability to work with numbers and statistics	50%	41%	8%
Situate actions and issues in global context	38%	34%	4%

Finley, A. P. (2025). *The agility imperative: How employers view preparation for an uncertain future*. AAC&U



Sample Competency-Based Syllabus

Historical Research 110 at Example University

DESCRIPTION

This course will introduce students to the process of research, including how to frame a research problem, how to identify and assess both primary and secondary sources, and how to draft and synthesize those sources into a cohesive argumentative research paper.

COURSE ASSIGNMENTS

Class Engagement and Participation – 15%

Students are expected to attend each scheduled course, complete the readings before class, and actively participate.

Competencies Acquired:

- Verbal communication skills
- Interpersonal skills
- Critical reading skills
- Initiative
- Creativity
- Critical thinking skills

Research Paper and Process – 40%

Students will complete one research paper over the course of the semester. The final grade will take into account the research proposal, annotated bibliography, paper drafts, peer edits, and the final paper.

Competencies Acquired:

- Written communication
- Critical thinking skills
- Detail Orientation
- Creativity
- Planning and organization skills

Group Presentation – 20%

Students will be assigned to groups and present on a course topic. Your team should be prepared to lead a 30 minute discussion after the presentation.

Competencies Acquired:

- Teamwork
- Critical thinking skills
- Flexibility/Adaptability
- Creativity
- Verbal communication skills
- Leadership

Final Exam – 25%

Students will take a final exam at the end of the semester. You will have 90 minutes to answer two of three essay questions.

Competencies Acquired:

- Written communication
- Critical thinking skills
- Detail orientation
- Problem Solving
- Creativity



Strategy: Connect Curriculum to Careers & Outcomes

INITIATIVE 3: DEVELOP PROCESSES TO ENHANCE & UTILIZE OUTCOMES DATA

Task 1: Enhance the process for monitoring of first-destination student outcomes.

Task 2: Refine data collection, access, and visualization of first-destination data.

- **Began** procurement and implementation process for Lightcast Embark, survey software to support increased knowledge rate and data dissemination for the 2025-2026 graduation year.
- **Formed** a subcommittee to assist in implementation and usage of this Embark survey.



Strategy: Promote Interdisciplinary Curriculum, Programming, and Scholarship

INITIAL INITIATIVES

- Conduct an Intake Study of Interdisciplinary Programs
- Benchmarking Against Other Universities' Interdisciplinary Efforts
- **Conduct Campus Forums to Spark Interdisciplinary Conversations**
- **Establish a Community of Practice for Methodology/Research/Inquiry Instructors**
- **Collaborate with 'Increase Research Productivity' Team on Planning Research**
- Establish a University Entity to Champion and Encourage Interdisciplinary Work



Strategy: Promote Interdisciplinary Curriculum, Programming, and Scholarship

PROGRESS MADE

- Developed first-year priorities and key actions for our five-year plan
- Two campus-wide open forums for Research Doctorate Planning (December 8th, and January 20th). One more forum and several consultations in planning.
 - *Shared MO State unique PhD framework* [resource-conscious; interdisciplinary, innovative, apprenticeship-model)
 - *Start soliciting feedback*
- Invited a list of external speakers for our PhD Speaker Series → finalizing Spring line-up
- Planning two interdisciplinary forums on April 27. “AI in the disciplines” and “Tourism across Disciplines”
- Established list of methodologists on campus [engaging AUs) – planning first meeting
- Resolved split credit coding of interdisciplinary student in banner



Strategy: Promote Interdisciplinary Curriculum, Programming, and Scholarship

CHALLENGES

- Deliberate development MO State Model of Research Doctorates AND Existing enthusiasm
- Identifying interdisciplinary clusters for research and programming
- Champions to facilitate interdisciplinary mid-to-large scale grant writing
- Providing planning security for pre-tenure faculty that “interdisciplinary” counts.
- Coordinating body on campus [part of our tasks]



Strategy: Promote Interdisciplinary Curriculum, Programming, and Scholarship

INPUT NEEDED FROM AND OPPORTUNITIES FOR COLLABORATION

- Community Partners
- Staff (especially those directly advise students)
- Students & alumni
- Faculty and academic administrators (directors, heads, deans, provost)
- Other Strategic Plan Working Groups to coordinate [shout out to “Foster Increased Research Productivity”]



Strategy: Increase Equitable Access

UPDATES

- Upgrading Existing Online Courses
 - FCTL recruiting faculty members for QM self-review of their online courses
 - **Target: Enrolling 75 faculty members for QM self-review in SP-26**
 - **Faculty members will receive a stipend of \$100 on completing the self-review.**
 - Current Status: 23 faculty members have initiated the self review process in the QM system for 29 online courses. 2 faculty members have completed the process.
 - FCTL instructional designers are meeting with the enrolled faculty members to discuss QM feedback and course improvements. Collecting data on identifiable gaps in online course design and instruction.
 - Professional development opportunities may be offered to faculty members in the future to address those gaps.



Strategy: Increase Equitable Access

UPDATES

- Assessing Barriers in Online Education
 - Developed two surveys for faculty and students that will be administered at the end of February for assessing the barriers and needs in online education.
 - Additional faculty and student focus groups (virtual and in-person) will be conducted after spring break to collect qualitative data.
 - Graduate Assistant has been hired in SP-26 to help with this work.



Strategy: Increase Equitable Access

UPDATES

- Exploring available market data on online education trends and new program launch
 - EAB representatives presented to the workgroup on January, 29
 - The workgroup will look at market opportunity scans for online programs



Strategy: Foster Increased Research Productivity

FOUR INITIATIVES

- Conduct a campus-wide consultation on research doctorates.
- Assess infrastructure required to support R2-level research.
- Establish systems to document, measure, and showcase research productivity.
- Promote our move to R2.



Strategy: Foster Increased Research Productivity

PROGRESS TO DATE

- PhD Process Planning subgroup held two campus-wide open forums on December 8th, 2025, and January 20th, 2026
 - Shared PhD Framework
 - Announced PhD Speaker Series and other initiatives
 - Engaged faculty across colleges in structured feedback and discussion
 - Established a public-facing website to document progress, share resources, and ensure transparency
- Infrastructure subgroup meetings on December 9th, 2025, and January 27th, 2026, with representatives from each college
 - Assessing needs in colleges and academic units
 - Working with Institutional Effectiveness to collect data on research productivity across campus



Strategy: Foster Increased Research Productivity

CHALLENGES

- Balancing institution-wide research R2 expectations with disciplinary differences
- Aligning policies and practices (hiring, RPT, workload) with R2-level expectations
- Defining research productivity in ways that are rigorous and discipline-appropriate
- Building necessary research infrastructure amid declining state and federal support and current institutional budget constraints
- Feedback across multiple campus forums has consistently raised questions about how resources, staffing, and workload supports will be allocated and sustained to advance this strategy



Strategy: Foster Increased Research Productivity

INPUT NEEDED FROM

- Faculty and academic leaders (directors, heads, deans, provost)
- Strategic Plan Working Groups
- Community and Industry Partners
- Staff (especially those directly supporting research activities)
- Students & Alumni



Strategy: Foster Increased Research Productivity

OPPORTUNITIES FOR COLLABORATION

- Interdisciplinary Curriculum & Scholarship working group (Ongoing)
- Strategic Plan working groups with intersecting goals (Planned)
- Library and Office of Research Administration
- Academic Affairs, Community & Global Partnerships, Administration & Finance



Strategy: Elevate Missouri State's National Profile in Teaching and Research

ENHANCE ONLINE EDUCATION & INCENTIVIZE AND PROMOTE EFFECTIVE TEACHING AND PROGRAMS – UPDATES

- Reviewed existing incentives for encouraging and improving online teaching.
 - FCTL's Quality Matters initiative is a good point of collaboration: it is in place and includes incentives
- Feedback & Participation
 - Insights from faculty who are reluctant to teach online to better understand their concerns and barriers
 - Making faculty development efforts more widely known and valued across campus.
 - Suggestions for non-monetary incentives that could meaningfully encourage faculty participation in online teaching improvement.
- Currently focusing more heavily on 109 than 110.



Strategy: Elevate Missouri State's National Profile in Teaching and Research

PROMOTE STRENGTHS OF ACCREDITED PROGRAMS, STRATEGICALLY IMPLEMENT ADDITIONAL ACCREDITATIONS WHERE IT SERVES PLAN GOALS – UPDATES

- After reviewing the college-level accreditations (COB, COE), the consensus is that current approaches are best serving students in terms of post-graduation results, and that pursuit of additional accreditations doesn't demonstrate much evidence of providing added ROI.
- The presence of alumni throughout the state, particularly in classrooms, does provide an opportunity to showcase the university.
- Moving to a program level review, the emphasis will be on **strategic** implementation, ensuring that the "juice is worth the squeeze" in pursuing accreditation.
- Another objective is reviewing existing accreditations to promote strengths that are not currently being highlighted in e.g., marketing or recruiting materials.



Strategy: Elevate Missouri State's National Profile in Teaching and Research

BOOST RESEARCH STATUS OF MSU – UPDATES

- Library resources #1: for R2 and research doctorates.
- We discussed a phase model to first support the different Ph.D. programs that will emerge. This gives initial focus before upgrading the full university.
- Library resources #2: MO State left the MOBIUS consortium (library consortium of the state of Missouri). The subscription model is based on FTE (Faculty, staff and students). Two things: Would MOBIUS provide us with a substantial growth in e-resources (databases etc.) to rethink if we should re-subscribe? If that is the case, we could explore if MOBIUS would allow the Graduate College to join giving only grad students and faculty access to MOBIUS resources. The benefit would be less subscription cost as lower FTE.
- Participated in Jan 20 Open Ph.D. Planning Forum.



Goal 2

COMMUNITY PARTNERSHIPS & ECONOMIC DEVELOPMENT



Strategy: Promote Experiential Learning

UPDATES

- **Assess current EL opportunities:** Survey to be distributed to all academic units; funding to be utilized to incentivize completion
- **Establish benchmark of student awareness of EL opportunities:** Working with Assessment & Accreditation to pull relevant NSSE data and add EL items to Exit Survey
- **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.)



Strategy: Promote Experiential Learning

UPDATES

- **Fund Exploratory EL Projects:**

- Issued Call for Proposals in late FA25; 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



Strategy: Promote Experiential Learning

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



Strategy: Support Tech Commercialization and Entrepreneurship

UPDATES

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



Strategy: Share Talent

UPDATES

- Early themes emerging from Road Shows and Chamber of Commerce Industry Sector Roundtables on workforce preparedness:
 - **Soft Skills Deficit** – employees lacking in communication skills, critical thinking, conflict resolution, and professionalism.
 - **Prepare for Technological Change** – ensure students are equipped to use technology as a tool to augment their skills and adapt to evolving industry demands.
 - **Value Experiential Learning** – positive experiences working with MO State; seeking best practices on how to structure internship programs.
 - **Desire to Keep Graduates in Southwest Missouri** – convert interns to FT associates.



Strategy: University Expertise Database

UPDATES

- Undertaking university expertise inventory process
- Prioritize two directories:
 - **University Centers & Institutes Directory**
 - **Faculty Expert Directory**
 - The **University Resources Directory** (software/labs/equipment) will follow once expertise is clearly defined through the first two directories.
- Creating external-facing attributes to catch the keywords for searchability and discoverability



Goal 3

INSTITUTION OF CHOICE FOR STUDENTS & EMPLOYEES



Invest in Leadership & Talent Retention

UPDATES

Current:

- Cataloging professional development (PD) efforts across campus
 - Establishing a comprehensive inventory of existing PD programs and processes to clarify current investments and identify opportunities for alignment and efficiency.
- Developing a campus-wide PD survey (faculty and staff)
 - Designing an organizational-level survey to assess professional development awareness, needs, and challenges, and to establish baseline measures tied directly to Goal Three.

Next Steps:

- Survey distribution planned for Spring 2026 semester
 - Partnering with an academic program
- Establishing a transparent reporting and communication process
 - Defining how survey results, action steps, and progress updates will be shared with the campus, including identifying preferred communication methods.

III

Strategy: Develop a SEM Plan

UPDATE

- Finalization of the plan is in progress. The team is working with individual areas on KPIs.



Strategy: Achieve Meaningful Gains in Student & Employee Satisfaction

UPDATES

Current:

- Great Colleges to Work For (GCTWF)
 - Contracted for the standard sampling survey of employees as determined by the GCTWF
 - Portal purchased to provide full access to data result, including previous results from WP
 - Developing a communications plan in preparation for its distribution to encourage survey completion
 - Pre-survey participant promotion Feb 16-27
 - Survey open March 2 - 27
- Participated in the demonstration of the RNL survey for student satisfaction.

Next Steps:

- Developing pre-survey participant promotion, which will launch Feb. 16-27
- Survey open March 2-27
- Evaluate results and develop action plan

III

Design a Culture of Connection, Recognition and Purpose

UPDATES

- Reviewing policies through classification of impact on satisfaction and engagement. Prioritizing policies with a strongly positive impact on both satisfaction and engagement.
- Captured a list of engagement opportunities for faculty and staff. Working on a communication plan to share the opportunities and collect additional opportunities.

III

Position Missouri State as a Leader in Student Access and Success

UPDATES

- Met with Egon to better understand the Missouri State data as it relates to this classification.
- Reviewing campus partners with whom we should engage to better understand their work as it relates to our data and the impact on our classification.
- Continuing to review Higher Access, Higher Earnings institutions to understand their practices related to the classification.



Goal 4

STUDENT & ALUMNI EXPERIENCE



Strategy: Promoting Proactive student support

USE DATA TO IMPROVE THE STUDENT EXPERIENCE – UPDATES

- Task 1:
 - Catalog what student surveys and student data points MSU has currently
 - Completed an inventory report
 - One of the challenges we are seeing is there is no policy about who can survey students. Our group will be discussing this more
- Task 2:
 - Research & explore utilization of the Ruffalo Noel Levitz Student Satisfaction Survey
 - Completed a demo and evaluated feedback
 - Our next step is a meeting with the Office of Assessment to determine whether to proceed



Strategy: Promoting Proactive student support

TRAIN FACULTY & STAFF ABOUT SUPPORT AVAILABLE FOR STUDENTS – UPDATES

- Task 1:
 - Gather information to determine what chatbots the university employs
 - Completed inventory report
- Task 2:
 - Research & review current admission chatbot for potential expansion
 - Discussed with Enrollment Management
 - Enrollment Management is working with College Vine to create a prospective-student friendly AI recruiter for prospective students. Eventually, it will become a feature for current students



Strategy: Promoting Proactive student support

DEVELOP A UNIVERSITY-WIDE STANDARD FOR CUSTOMER SERVICE EXPECTATIONS – UPDATES

- Task 1:
 - Identify what customer service trainings the university has currently
 - Completed Inventory report
- Task 2:
 - Research possible customer service trainings that would fit into a higher education context
 - Completed report with recommendations



Strategy: Implement the Advancement Master Plan

INCREASE VISIBILITY AND ACCESSIBILITY OF GIVING OPPORTUNITIES,
ENHANCE THE VISIBILITY AND EASE OF ACCESS FOR MAKING FINANCIAL CONTRIBUTIONS TO MO
STATE BY INTEGRATING GIVING OPPORTUNITIES INTO ADVANCEMENT COMMUNICATIONS AND THE
UNIVERSITY HOMEPAGE – UPDATES

Completed

- A “Give Now” button has been added to the Missouri State home page and the West Plains home page.
- Giving buttons are now included in regular University Advancement produced newsletters.

In progress

- Coordinating with academic partners to include giving buttons in college and department newsletters and publications.



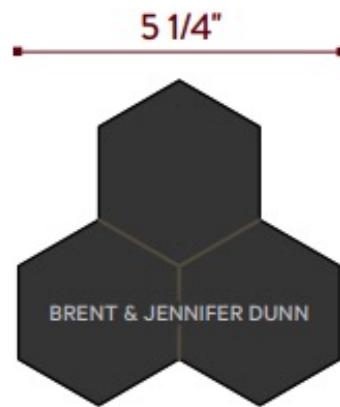
Strategy: Implement the Advancement Master Plan

CREATE ONGOING ANNUAL GIVING ENGAGEMENT OPPORTUNITY AT THE SMART UNIVERSITY ADVANCEMENT CENTER TO ENCOURAGE ALUMNI AND FRIENDS TO LEAVE THEIR OWN LEGACY AT MISSOURI STATE & CREATE AND IMPLEMENT "HIVE OF BEAR PRIDE" USING THE HONEY AND HONEYCOMB ELEMENTS AND TOUCHES FOUND THROUGHOUT THE ADVANCEMENT CENTER TO OFFER CUSTOMIZABLE HONEYCOMB PLAQUES TO BE PLACED ON THE WALL OUTSIDE THE ADVANCEMENT CENTER – UPDATES

Completed	Honeycomb prototypes completed, website complete and online order form set up, postcard being sent to be followed up by email.
In progress	Development of ongoing program and rollout of continued integration into Annual Funds efforts and on campus programs and outreach.



Strategy: Implement the Advancement Master Plan



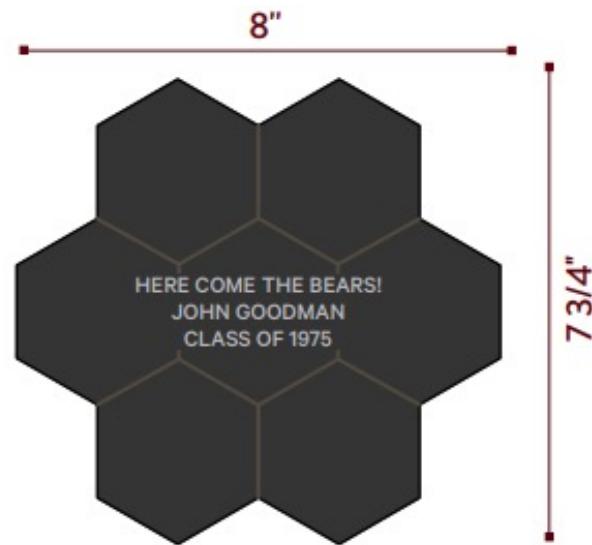
Honeycomb 3

Thickness 1/8",
23 characters
(including spaces)



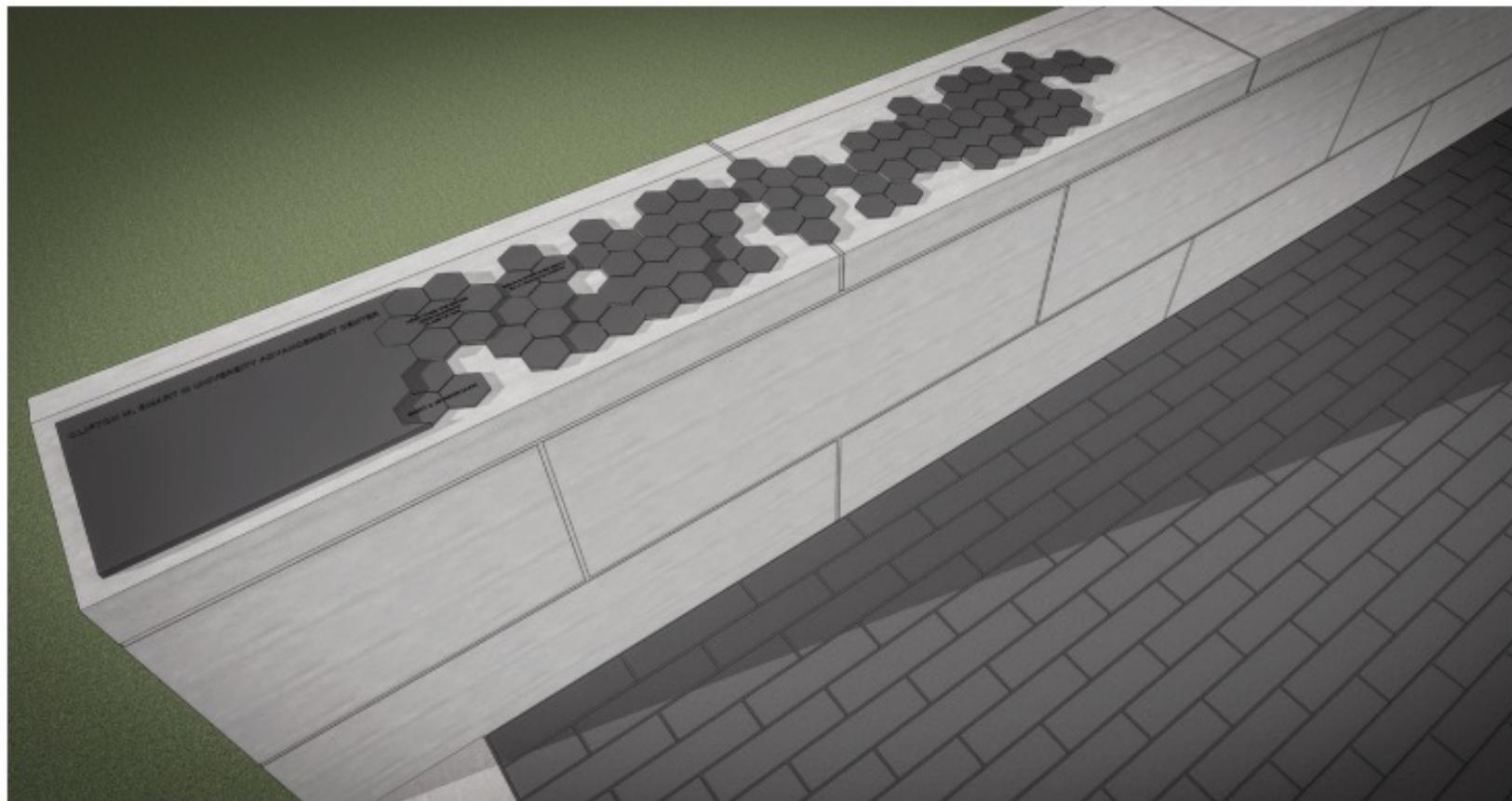
Honeycomb 4

Thickness 1/4",
46 characters, 23 per line
(including spaces)



Honeycomb 7

Thickness 3/8",
102 characters, 34 per line
(including spaces)





Strategy : Increase Participation in Campus Events & Organizations

INCREASE PARTICIPATION IN CAMPUS EVENTS & ORGANIZATIONS

Bearlink Data

- Fall 2025 Event held
 - 701 events total (from 8/1/25 to 12/31/25)
- Fall 2025 Attendance Numbers
 - 16,693 total attendees
- Fall 2025 Unique Attendees
 - 5,213 unique attendees
- Number of Student Organizations
 - 315 orgs
- Number of New Student Organization
 - 22 Approved as of 12/15/2025
- Number of total organization members on BearLink
 - 7,188 organization members
 - 1,287 organization officers (excludes advisors)





Strategy: Increase Participation in Campus Events & Organizations

BEARLINK (CO-CURRICULAR TRANSCRIPTS)

Co-Curricular Transcript

2022 - 2025 Overview



Rebekah Gunter

9
Organization Memberships

4
Experiences Earned

Experiences

2024

- Begin your Life as a Bear
 - Welcome Weekend 2023!
 - Meet SAC
 - Get Involved

2025

- Build Your Foundation of Knowledge
 - Attend Educational Programming

Memberships

Student Activities Council (SAC)
Committee Chair ●
June 2023 - August 2024

Student Activities Council (SAC)
President ●
August 2024 - June 2025

Hutchens/SGA Centennial Leaders
Member
September 2022 - Current

University Ambassadors
Member
November 2022 - May 2024

Traditions Council
Member
September 2023 - Current

Homecoming Committee
President ●
February 2025 - August 2025

HER Campus at Missouri
Committee Chair ●
April 2025 - November 2025

Homecoming Committee
Adviser
August 2025 - Current

Women in Business
Member
October 2025 - Current

Elijah Price

14 Organization Memberships 5 Experiences Earned

Experiences

2024

- Begin your Life as a Bear
 - Get Involved
 - Meet SAC
 - Welcome Weekend 2023!

2025

- Build Your Foundation of Knowledge
 - Join a Professional Organization
 - Attend Educational Programming

Memberships

Bears Lead Member August 2023 - Current	Hammons Hall Council Secretary ● November 2023 - February 2024	Hammons Hall Council Committee Chair ● September 2023 - November 2023
Traditions Council Committee Chair ● September 2024 - July 2025	Student Activities Council (SAC) Member September 2023 - September 2025	Theta Chi Committee Chair ● February 2024 - December 2025
Student Government Association Member September 2023 - Current	Student Support & Opportunity Services Member January 2024 - Current	Homecoming Committee Vice President ● March 2024 - February 2025
Homecoming Committee President ● February 2025 - February 2025	University Ambassadors Member August 2024 - May 2025	Society for Human Resource Management Member October 2024 - Current



Strategy: Increase Participation in Campus Event & Organizations

CAMPUS EVENTS

- Winter Week of Welcome
 - January 12-15, 2026
- Week of Welcome 2026
 - August 14-21, 2026





Strategy: Increase Participation in Campus Events & Organizations

ON-GOING PROJECTS

- Social Media Campaign surrounding the digital platform
 - SOAR, USA Day, Showcase
- Modern Campus
 - Consolidating the App
 - University Calendar, EMS, TransAct Digital Pass, Tradition Bearer App
- Finalizing Large Scale Event Master List
- Finalizing Large Scale Event Playbook
- Establishing a Baseline for Large Scale Events
- Marketing Rollout of Student Organization Tiers
 - Sponsored Student Organizations (SSOs)
 - SGA, SAC, TC, UA, SAA, RHA
 - Affiliated Student Organizations (ASOs)
 - FSL Chapters, Residence Hall Council, E-Sports, Campus Ministry Associations (CMA), Rec Sports
 - Registered Student Organizations (RSOs)
 - Cheese Club, Wildlife Society, Women in Stem



Strategy: Achieve Competitive Excellence In Conference USA

UPDATES

Enhance Name, Image and Likeness (NIL)

1. Develop a dedicated support program - create a general manager position

Discussions on going and as funding becomes available. Football has hired someone to fill the player personal role with the hire of new HC.

2. Continue to offer a platform for student athletes to enhance their NIL brand especially to our partners

Contracted with Opendorse that assist student athletes with their personal brand. Offer student athletes sessions as well as developed a High Achievers group to assist with their build and monetize their personal brand

3. Assign a staff member dedicated to monitoring the transfer portal and build relationships with prospective student athletes. Discussions ongoing about how to structure this position



Strategy: Achieve Competitive Excellence In Conference USA

UPDATES

4. Develop a 'plan' for transfers that highlight program culture and NIL success.

Each sport to have a “game plan” or strategy of what they will be “selling” to recruits to separate us from other universities.

5. Work with the foundation/development office/alumni to support NIL funding and facilitate student athlete opportunities.

CUSA has now implemented a minimum amount to be revenue share beginning July 1-2026 through June 30, 2029 – 8,250,000 over the 3 years – we will explore opportunities to obtain funding to revenue share through various areas – ticket surplus charge, suite sales, scholarships, private donations, etc.



Strategy: Achieve Competitive Excellence In Conference USA

UPDATES

Implement the Intercollegiate Athletics Strategic Plan

1. Roll out recently revised Intercollegiate Athletics Strategic Plan. Focusing on infrastructure improvements, fundraising and community engagement and enhance training facilities.

The current strategic plan has been distributed. As we continue the transition to FBS, we will continue to progress and evaluate the plan and annually thereafter. Community service hours are logged each year and we will establish a benchmark and improve each year.

2. Regularly review and adjust the plan to respond to competitive challenges and opportunities.



Strategy: Achieve Competitive Excellence In Conference USA

UPDATES

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

1. Continue to seek external funding sources to assist with facility capital improvements- Is currently in progress.

Recently announced a \$3M commitment for football facility upgrades. Currently, seeking additional funding to assist with the project. Wrapping up the athletic masterplan with architectural consultant who is currently studying the facility to assist in developing a plan and images.

2. Invest in analytics and technology to increase fan engagement /ticket sale.

Recently contracted with Amplyfi and we will be upgrading the ticketing software Fall 2026.

3. Maximize scholarships for football, m. basketball and w. basketball.

Look to add scholarships to football as they are not at the current limit. MBB/WBB currently maximized in scholarships. New revenue share mandates have been implemented by CUSA we will need to seek resources to obtain this minimum over the next 3 years.



Strategy: Achieve Competitive Excellence In Conference USA

UPDATES

Promote student athlete academic achievement

Strengthen academic support services for student athletes. Monitor academic performance targets, aiming to exceed the CUSA Averages.

Obtain benchmark numbers from CUSA membership to set Mo State benchmark. Team and Overall GPA numbers are provided each semester and year end. Beginning of Fall 2026

Will create benchmark for awards at the end of the year to help progress this in the future.

Will add questions to the exit survey for student athletes to obtain data related to majors and career alignment.



Goal 5

BRANDING & IDENTITY



Strategy: Refresh the Brand

UPDATES

- Carnegie was selected as the brand agency by the workgroup.
- Pre-work is complete, and Phase 1 brand research kicked off on Jan. 28.
- Phase 1 includes leadership interviews, 2 days of interactive workshops, an internal survey, competitor analysis and external perception research in key geographic areas.
- Research findings will inform Carnegie's recommendations and the development of the brand strategy, guiding Phase 2 creative development.
- Interim branding guideline updates were approved by the president and are being implemented.



Strategy: Refresh the Brand

WORKSHOPS

Dates

- Feb. 11: Brand Personality Workshops
- Feb. 12: Brand Messaging Workshops

Details

- Three session time options available each day
 - Calendar invites will be sent next week to participants
- A survey will be sent for those unable to attend



III

Strategy: Bring the Community In, Send the Campus Out

UPDATES

- Group is going to divide into smaller work groups with more niche focus areas.
- Hosted a group of retired faculty and staff at efactory and shared about the expanded role in the community.
- Continue to meet with other leaders across different goal groups to identify overlaps and ways to collaborate.



Strategy: Centralize and Connect Brand Stories

UPDATES

- All Year 1 tasks are on track for completion.
- We are beginning to move from inventorying our storytelling resources and processes to **defining best practices** and **looking for process improvements**.
 - During Spring 2026, we plan to hold a survey and focus group that will help us gather best practices and identify barriers.
 - The focus group may become the basis for a centralized Communicators Forum.
- We are **developing a guiding definition** for “storytelling,” **articulating the role of storytelling** within an overall communications strategy and **connecting storytelling efforts to institutional goals**.
 - We are assessing the strategic plan’s desired outcomes as potential storytelling goals.



Strategy: Amp up Fans and Spirit

UPDATES

- Lighting/special effects
 - Lighting effects demo'd at basketball on Jan. 10, reviewing fan feedback
- Watch Party
 - 12/12 MBB vs. Xavier Watch Party – canceled due to key player injuries
 - 12/19 XBox Bowl Watch Party – BigShots Golf (~85 people in attendance)