

STRATEGIC INITIATIVES FORUM

August 21, 2026



YEAR TWO OF IMPLEMENTATION

- Today's highlights:
 - Top two priorities for each strategy
 - Key benchmarks for success of each strategy

GOAL 1: ACADEMIC OPPORTUNITIES & INNOVATION

CONNECT CURRICULUM TO CAREERS & OUTCOMES

- **Top priorities:**

- Integrate transferable skills across curricula
- Use data to align curriculum with workforce demands

- **Benchmarks for success:**

- Collaboration with College of Education and Faculty Center for Teaching and Learning to identify effective pedagogy for transferable skills development
- Conversations and potentially surveys with at least 10 advisory boards

PROMOTE INTERDISCIPLINARY CURRICULUM, PROGRAMMING, AND SCHOLARSHIP

- **Top priorities:**
 - Accelerate AI-enabled interdisciplinary scholarship
 - Establish responsible AI as a cross-cutting interdisciplinary curriculum theme
- **Benchmarks for success:**
 - Generate at least 3 external grant submissions emerging from supported collaborations
 - Engage faculty from at least 2 colleges/schools in an interdisciplinary AI network of scholarship
 - Produce 4–6 interdisciplinary cases/resources for responsible AI
 - Develop a draft of a shared responsible-AI framework or guiding principles for scholarship and teaching

INCREASE EQUITABLE ACCESS

- **Top priorities:**

- Complete market data analysis to identify new or underdeveloped online programs
- Pilot AI optimization tool to support QM Standards and assist with designing high-quality online courses

- **Benchmarks for success:**

- 10 new or underdeveloped online programs will be identified for development in Year 3
- Improved creation and revise process for online course development.
- Improved quality of online courses
- Standard workflow for online course development
- Quality review that provides a monitoring framework to track task progress and allows for program coordinators to request/run course

FOSTER INCREASED RESEARCH PRODUCTIVITY

- **Top priorities:**
 - Advance the multi-track research doctorate
 - Strengthen research visibility and infrastructure
- **Benchmarks for success:**
 - Submit a PhD proposal with at least three tracks by **July 1, 2027**
 - Launch a research dashboard by **Spring 2027**
 - Publish the first annual research productivity report by **Spring 2027**
 - Deliver a phased research infrastructure proposal with cost by **June 30, 2027**

ELEVATE MO STATE'S NATIONAL PROFILE IN TEACHING AND RESEARCH

- **Top priorities:**

- Work with Graduate College to plan for additional programs in the pipeline and develop a calendar for inclusion of high-impact resource enhancements for future programs as they are selected and implemented
- 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

- **Benchmarks for success:**

- Complete a resource gap analysis by November 31
- Deliver a prioritized acquisitions list by March 30

GOAL 2: COMMUNITY PARTNERSHIPS & ECONOMIC DEVELOPMENT

EXPERIENTIAL LEARNING

- **Top priorities:**

- Complete analysis and assessment of data collected in Year 1 surveys of students and Academic Unit Leaders
- Work towards greater institutionalization and sustainability of Experiential Learning (EL) at MoState by establishing a faculty Community of Practice (through FCTL), increasing strategy group collaboration/communication on EL, and expanding employer/community partnerships, curriculum integration, and scholarships

- **Benchmarks for success:**

- Survey analysis and identification of themes for Year 2 action completed
- Faculty FCTL Community of Practice established
- At least two new employer/community partnerships developed
- Meeting with Faculty Senate Exec and CGEIP leaders to discuss EL in curriculum (and possible designation) completed

SUPPORT TECHNOLOGY COMMERCIALIZATION AND ENTREPRENEURSHIP

- **Top priorities:**
 - Launch the Innovation Institute
 - Develop and launch a Faculty Fellows program
- **Benchmarks for success:**
 - Finalize the Innovation Institute's purpose and operating model
 - Develop preliminary plan and identify funding sources

SHARE TALENT

- **Top priorities:**

- Continue to gather employer feedback through Road Shows, the efactory Corporate Partner Program, and other business community partnerships
- Working in partnership with faculty, pilot 1-2 collaborative intern programs with employers, to include identifying students, providing professional development opportunities and ensuring a quality employer experience

- **Benchmarks for success:**

- Complete at least 10 Road Show visits and other employer events
- Establish at least 1 new customized internship collaboration with a major employer as pilot program model

DEVELOP A DATABASE OF UNIVERSITY EXPERTISE

- **Top priorities:**

- Build the backend, governance, and production-ready foundation
- Explore communication-oriented and multi-media enriched data concepts for university expertise to enable proactive outreach, storytelling, and community engagement

- **Benchmarks for success:**

- Backend database is established and the Faculty Expert Directory and University Center Directory data are entered
- At least 2 pilot multi-media concepts for university expert are developed

GOAL 3: INSTITUTION OF CHOICE FOR STUDENTS & EMPLOYEES

INVEST IN LEADERSHIP DEVELOPMENT & TALENT RETENTION

- **Top priorities:**

- Add academic credit opportunities for employees
- Develop action plan for retention efforts

- **Benchmarks for success:**

- Identify 1-2 areas for further development based on the survey results to develop into action plans and recommendations
- Have 1-2 employees utilize the credit for training option in fall 2026

IMPLEMENT THE SEM PLAN

- **Top priorities:**
 - Establish a strategic recruitment action group comprising leaders of the sub-committees who will operationalize the plans for various student populations
 - Expand the tracking and campus-wide distribution of SEM playbooks
- **Benchmarks for success:**
 - Achieve the appropriate applications and admits to support targeted goals
 - Targeting 2,858 first-year students, 1,525 transfer students, 8,667 dual credit students, 3,806 total graduate students

ACHIEVE MEANINGFUL GAINS IN STUDENT & EMPLOYEE SATISFACTIONS

- **Top priorities:**

- Modern Think survey
- Partner with campus leaders to assess various fronts (compensation, pay structure, wellness and mental health initiatives, child care, parking permits, etc.)

- **Benchmarks for success:**

- Present university leadership and the broader campus community the Modern Think survey results, implications, and an action plan by December 1, 2026
- Provide the executive budget committee recommendations for at least one compensation improvement initiative and an alternative parking permit cost allocation model by February 28, 2027

DESIGN A CULTURE OF CONNECTION, RECOGNITION AND PURPOSE

- **Top priorities:**

- Develop a common set of metrics for academic colleges to use in strategic planning, to assure alignment with University strategic plan
- Once survey results are received, cross reference them with results of policy manual review to evaluate need for policy revision

- **Benchmarks for success:**

- A draft of metrics for academic colleges is complete.
- Baseline Results from Modern Think Survey

POSITION MO STATE AS A LEADER IN STUDENT ACCESS & SUCCESS

- **Top priorities:**

- Develop understanding of current internship opportunities
- Connect with Experiential Learning working group to understand the alignment between groups and opportunity for partnership

- **Benchmarks for success:**

- Connection with Experiential Learning work group complete and collaboration opportunities identified
- Documented understanding of internships opportunities

GOAL 4: STUDENT & ALUMNI EXPERIENCE

PROMOTE PROACTIVE STUDENT SUPPORT

- **Top priorities:**

- Execute the RNL assessment
- Partner with the Office of Institutional Effectiveness to research implementation of a survey policy

- **Benchmarks for success:**

- Collect and analyze data sources, share findings with stakeholders and identify actionable insights from the data

IMPLEMENT THE UNIVERSITY ADVANCEMENT STRATEGIC PLAN & INCREASE ALUMNI ENGAGEMENT

- **Top priorities:**

- Implement hiring student Advancement Ambassadors
- Smart Advancement Center introduction campaign

- **Benchmarks for success:**

- Transition the program to **UAC Bear Leaders**, establish uniforms and program identity, finalize the training program, handbook and University Advancement information guide, and hire and onboard at least four students by mid-October to support tours, events and Advancement Center guests
- **Build awareness and excitement for the University Advancement Center:** Create online presence with building and information and interest form, engage students and campus partners through targeted tours, expand a social media campaign connecting the UAC to the impact of University Advancement, and launch a student scavenger hunt during grand opening week to introduce the center and encourage ongoing student engagement, host grand opening week of events to open building

INCREASE PARTICIPATION IN CAMPUS EVENTS & ORGANIZATIONS

- **Top priorities:**

- Create Streamline Communication Channels
- Enhance experiences opportunities

- **Benchmarks for success:**

- Implement and enhance Weeks of Welcome
 - Fall & Spring
- Integrate EMS into BearLink
- Finalize and publish the University Large Scale Event Playbook
- Transform Homecoming into a Signature Tradition Council Initiative

ACHIEVE COMPETITIVE EXCELLENCE IN C-USA

- **Top priorities:**

- Continue the implementation of the Intercollegiate Athletics Long Range Plan and regularly monitor progress to ensure priorities are being achieved
- Promote student athlete academic achievement

- **Benchmarks for success:**

- Increase ticket sales by 5% in football, men's and women's basketball, volleyball, and baseball
- Secure additional \$1 million in new major gifts to assist with Facility Capital Improvements, retain at least 80% of existing Donor, complete athletics football master plan and renderings to aid in fundraising efforts for the 2026-2027 school year
- Increase community service participation by student-athletes with a goal of 2500 hours completed in 2026-2027 school year
- Improvements in student athlete academic achievement over CUSA peers

GOAL 5: BRANDING & IDENTITY

REFRESH THE BRAND

- **Top priorities:**

- Complete Phase II of the brand research and strategy
- Support implementation of the refreshed brand

- **Benchmarks for success:**

- Brand concepts are agreed upon, approved and ready for internal and external implementation.
- University brand training sessions conducted, brand governance processes are operational, resources are in place and the brand is being implemented in university assets.

AMP UP FANS & SPIRIT

- **Top priorities:**

- Create signature Mo State traditions
- Launch Bears rewards program to students

- **Benchmarks for success:**

- Launch at least 3 new annual traditions
- Increase fan satisfaction and Net Promoter Score (NPR)
- Establish signature experiences recognized by fans and campus partners
- Successfully launch the Bear Rewards app in Fall 2026
- Achieve 3,000 registered student users before June 2027
- Drive repeat attendance through rewards participation

CENTRALIZE ACADEMIC SUCCESS STORIES & CONNECT STUDENTS AND ALUMNI THROUGH STORIES

- **Top priorities:**
 - Create recommendations for an officially recognized campus photo trail
 - Create definitions, criteria, and goals for signature events and spirit events
- **Benchmarks for success:**
 - Develop a list of Mo State's iconic photo spots and trail signage and a user-generated photo process.
 - Create an official list of signature and spirit events and a communications plan to drive awareness for those events

BRING THE COMMUNITY IN, SEND THE CAMPUS OUT

Top priorities:

- Reinvigorate BearWear Fridays with new campaign, design, assets, to coordinate with brand rollout
- Increase awareness of efactory as the university's and community's go-to place for partnerships and connections

Benchmarks for success:

- New BearWear marketing assets on campus; distribution of influencer BearWear boxes – by end of spring 2027
- Provide regular efactory tours to Mo State community and beyond – 2 open tours scheduled per year
- Develop a strategy and creation of assets, as well as paths of recognition, for businesses/people who are a Missouri State partner
- Emphasize Mo State foods in marketing/communication pieces – including a food themed magazine in fall 2026
- Continue research of potential food trail, including identifying participants, planning logistics, considering benefits

INVITE PEOPLE TO BE WHERE THE BEARS ARE

- Established in mid-July 2026
- The working group is working to develop their action plan and benchmarks for success

