



ACTION PLAN FOR 2016-2017

This document is an action plan for the 2016-17 academic year. The items detailed in this action plan align with the key areas of the 2016-21 long-range plan (<http://www.missouristate.edu/longrangeplan/>). It is an aggressive action plan. While some of the items can be accomplished this year, many others will take multiple years to accomplish because they will challenge the university to achieve more than it is achieving now.

Though we have not listed action items multiple times in this document, it is important to recognize that items listed under one heading may relate to several other headings as well.

I. ACTION ITEMS FOR FOCUS AREAS

A. Increase the number of graduates while maintaining academic rigor and quality

1. Continue to grow enrollment by maintaining affordability, adding programs in high demand disciplines, increasing the offering of classes in various delivery methods and locations, improving our physical plant and increasing and improving residence hall space
 - a. Maintain competitive cost of attendance at the state and national level
 - b. Add at least two new graduate programs and one new undergraduate program in disciplines of strong employment demand (e.g., agriculture, agriculture communications, computer science and dietetics), and expand enrollment in the MSAS program
 - c. Increase the number of second block courses while continuing to expand the availability of internet courses
 - d. Pilot the use of ZOOM technology to deliver courses at multiple locations
 - e. Successfully bond, plan and begin to construct a new health and wellness center, plan for the design and construction of a new traditional residence hall, complete renovations to Glass and Ellis Halls and Blair-Shannon House and plan for the design and construction of renovations to Hill Hall and the Plaster Center
 - f. Strengthen and maintain relationships with community college partners

2. Aggressively promote the Bachelor of General Studies program among former students with over 100 hours of credit
3. Increase graduation and retention rates of all students with special emphasis on first-generation, Pell-eligible and underrepresented¹ students
 - a. Increase the number of GEP101 first-generation and college-specific sections and evaluate the impact of specialized GEP 101 sections throughout students' enrollment
 - b. Reevaluate the design of the standard GEP101 course
 - c. Develop a program for high impact experiences for first-generation students beyond the first year ("Bear Path")
 - d. Through faculty and administrators in the colleges and the Darr School of Agriculture, create college-level and department-level programs designed to successfully integrate new students, including transfer and graduate students and particularly at-risk students, into the departments within their colleges
 - e. Develop university-wide programs designed to assist and retain students who have not yet decided on a major
 - f. Publicize to faculty, staff and students and encourage participation in the I'm First student organization
 - g. Eliminate developmental math and English classes as appropriate, including the development of a co-requisite MTH130 class for students who scored 20 or 21 on the math section of the ACT
 - h. Expand gateway course options, including the development of a college algebra option specifically for business students
 - i. Create and release a new online orientation module for transfer, non-traditional, veteran and graduate students
 - j. Expand Living Learning Communities (LLCs) and develop strategies so that students in an LLC can take classes together
 - k. Expand the URSA engagement camp to increase high impact experiences and include more first-generation and underrepresented students
 - l. Conduct a benchmark study with peer and aspirational institutions about best practices in summer bridge programs
 - m. Evaluate opportunities to improve and expand advising and related services

¹ All references to "diverse", "underrepresented" and "historically underrepresented" groups include all groups protected by the university's Nondiscrimination Policy Statement (https://www.missouristate.edu/policy/G1_05_NonDiscriminationPolicy.htm) which states:

[T]he University does not discriminate on the basis of race, color, national origin (including ancestry, or any other subcategory of national origin recognized by applicable law), religion, sex (including marital status, family status, pregnancy, sexual orientation, gender identity, gender expression, or any other subcategory of sex recognized by applicable law), age, disability, veteran status, genetic information, or any other basis protected by applicable law in employment or in any program or activity offered or sponsored by the University.

- n. Restructure academic scholarship programs and out-of-state fee waiver programs
 - i. Provide a pathway for students who have lost scholarships or fee waivers due to academic performance to regain their scholarships or waivers by improving their academic performance
 - ii. Reevaluate academic performance requirements for students to obtain and retain scholarships and fee waivers
 - iii. Reevaluate scholarship programs for graduate students, with an emphasis on recruiting and retaining underrepresented students and those with financial need
 - o. Develop strategies that encourage programs to monitor undergraduate and graduate student progress and promote degree completion
 - p. Develop incentives to (1) encourage reenrollment of academically successful undergraduate and graduate students who have not returned for two semesters or more and (2) complete their final semester
4. Decrease the time from enrollment to graduation thus making college more affordable and increasing the likelihood of graduation
- a. Introduce and encourage use of the Student Educational Planner component of Degree Works enabling students to chart individualized semester-by-semester paths to graduation
 - b. Encourage and incentivize students to take at least 29 credit hours their first year and 30 hours every year thereafter
 - c. Pilot a program for structured schedules in disciplines with rigid curricular pathways
 - d. Develop strategies to reduce the number of credit hours required to complete programs
 - e. Examine course transfer practices to promote efficiency to degree completion
 - f. Begin to develop a banded tuition model for students taking 12 to 18 credit hours a semester

B. Enhance campus diversity and inclusion

- 1. Enhance efforts to attract and retain historically underrepresented groups, as well as other diverse groups, of faculty and staff
 - a. Require each division to set diversity hiring targets for the year with large units encouraged to meet or exceed a 20% goal
 - b. Continue to implement the campus-wide ADP diversity goal which encourages supervisors to include a goal related to diversity in employees' appraisal and development plans
 - c. Continue to support efforts to increase the diversity of faculty and staff through the Faculty Diversity Composition Initiative, the Dual Career Assistance Program and the Diversity Hiring and Recruitment Programs

- d. Evaluate opportunities to develop additional programs to enhance faculty and staff diversity, including a Staff Diversity Composition Initiative
 - e. Pilot networking opportunities and/or affinity groups for underrepresented faculty and professional staff patterned on the young professionals' affinity group and assess the participation and value of these opportunities for underrepresented employees
 - f. Increase networking opportunities for underrepresented alumni
 - g. Develop university-wide and unit-level initiatives specifically tailored to recruit and retain diverse faculty and staff, as assisted by the associate provost for diversity (e.g., faculty mentoring programs, recruiting programs for visiting faculty and pre-doctoral fellowships, work-life programs, etc.)
 - h. Review tenure and promotion policies with a focus on ways to encourage faculty to engage in diversity and inclusion as part of their professional development activities
2. Enhance efforts to attract and retain historically underrepresented groups, as well as other diverse groups, of students
- a. Identify barriers to academic progress and achievement of diverse and underrepresented students
 - b. Encourage faculty and student mentorship relationships through the Scholar 2 Scholar program
 - c. Continue efforts to recruit underrepresented students through targeted admissions initiatives, strengthening relationships with access organizations, revising the multicultural scholarship program, and redesigning admissions materials and websites
 - d. Expand multicultural programming, increase staffing for multicultural programs and upgrade multicultural and veteran facilities
 - e. Create a fund (administered by the division of student affairs) to support student diversity initiatives and cultural activities
 - f. Begin to develop a fundraising campaign to fund need-based scholarships and scholarships for veteran, first-generation and underrepresented students
 - g. Develop university-wide and unit-level initiatives specifically tailored to admit, recruit and retain a diverse student body (e.g., involve diverse, first-generation, low-income and underrepresented students in undergraduate research and experiential learning opportunities)
 - h. Continue to make accessibility and universal design improvements in campus infrastructure, academic programs and instruction, and student services
 - i. Incorporate design principles and elements that are inclusive of underrepresented groups when planning, designing and constructing facilities on campus

3. Support initiatives to encourage discussion of, and appreciation for, differences
 - a. Host the annual Collaborative Diversity Conference and expand student participation
 - b. Incorporate diversity and inclusion topics, discussions, and presentations into the signature public affairs events
 - c. Host, sponsor and encourage participation in diversity discussions, presentations, events, activities and projects on campus and in the community
4. Implement effective training and/or professional development to increase cultural consciousness/competence in diversity and inclusiveness for students, faculty and staff
 - a. Include diversity education as a part of the required orientation process for new faculty
 - b. Conduct diversity education for the Board of Governors, Administrative Council, new academic administrators and at least 40 current faculty members
 - c. Conduct diversity education for internal and external community groups and organizations as requested
 - d. Provide diversity and cultural competence education through Safe Zone, Ally training, Trans 101 training, the Student Diversity Training Team and other programs
 - e. Implement Green Dot, a bystander intervention program
 - f. Develop a diversity engagement course for student leaders
5. Ensure academic programs incorporate diversity into the curriculum and co-curricular activities
 - a. Evaluate curricular changes related to diversity, inclusion, and the university's public affairs mission
 - b. Enhance communications to raise awareness of diversity-related courses and programs
 - c. Establish a chapter of the National Black Graduate Student Association (NBGSA)
6. Collaborate with other major businesses, institutions and organizations in the region to promote, create and value opportunities for diversity and inclusion
 - a. Create a fund (administered by the division of diversity and inclusion) to support faculty and staff diversity initiatives and research, as well as community-based diversity and inclusion educational and cultural efforts
 - b. Participate in the Public Entities' Diversity Initiative Working Group to increase access for minority/women/disabled/veteran in university procurement and contracting opportunities

- c. Complete the reorganization of the diversity committee structure to establish the Diversity Council as an advisory committee to the president on diversity and inclusion matters
 - d. Participate as a partner in the Lumina Grant Project, Diversity MODES and the Brother to Brother (B2B) program
 - e. Partner with K-12 schools and related organizations to develop and promote programs that target underrepresented primary and secondary students and their families to promote a higher education mindset and preparedness
7. Enhance public transparency and accountability on diversity and inclusion
- a. Create and publicize a central diversity mission statement and encourage individual units and employees to develop their own statements and goals that contribute to the central diversity mission statement
 - b. Develop and publicize a strategic diversity and inclusion plan including a scorecard to detail diversity efforts throughout the university and monitor measurable diversity indicators
 - c. Continue to create and publicize reports monitoring progress toward the university's annual and long range goals
 - d. Continue to encourage instances of perceived bias to be reported to and monitored by the Bias Response Team, and conduct an annual review of team incident reports and interventions
 - e. Continue to promptly and thoroughly investigate and respond to allegations of discrimination, harassment and retaliation through the office of institutional equity and compliance and the Title IX coordinator

II. ACTION ITEMS FOR OTHER LONG-RANGE PLAN AREAS

A. Academic profile

- 1. Add and expand programs to serve distinctive regional, national and international needs, and evaluate opportunities to restructure and/or eliminate academic programs
- 2. Develop an assessment and review process for all centers
- 3. Develop new courses in the iCourse format and revise and update current iCourse courses
- 4. Continue to expand the number of online courses available and increase online enrollment

5. Develop opportunities to offer academic programs to military personnel stationed at Ft. Leonard Wood and elsewhere
6. Relocate the Ozark Studies Center and the *Ozarks Watch* publication to Meyer Library
7. Consolidate testing center functions and increase the number of testing center hours available to include more evening and weekend time
8. Increase funding through the office of the provost for laboratory and academic equipment

B. Student experience

1. Continue to promote internships, practicums and on-campus employment for students
2. Offer additional opportunities for engagement through fraternity and sorority life, including the establishment of a new sorority
3. Successfully move the Veterans Center to Meyer Library increasing its office and lounge space as well as visibility and access
4. Promote the new Mary Jean Price Walls Multicultural Resource Center Annex to students and student groups
5. Continue to enhance Student Orientation, Advisement and Registration (SOAR) by providing an opportunity for all new first year students to learn about the public affairs mission through the Bear Essentials program
6. Continue to enhance the university's efforts to track graduate outcomes with a target of obtaining graduate outcome information that meets industry thresholds established by the National Association of Colleges and Employers
7. Emphasize and hold the seven signature public affairs events

C. Globalization

1. Develop a recruitment plan focused on diversifying countries and cultures represented on campus
2. Develop new or modify existing degree programs to better attract international students, including the delivery of academic programs internationally
3. Create new opportunities for domestic students to interact internationally through programs that connect international and domestic students and by

increasing the number of study away sites, particularly in Mexico, and study away opportunities for students

4. Promote new opportunities for faculty to collaborate with international faculty on research, teaching and service programs
5. Establish a Center for Global and International Area Studies in the provost's office
6. Streamline and coordinate activities and programs of the International Leadership and Training Center, the Foreign Language Institute and the English Language Institute to optimize the delivery of quality language, technical, leadership and cultural training

D. Infrastructure

1. Take necessary measures to ensure the campus—including people, facilities, networks and data—remains safe and secure, including the completion of the IACLEA LEMAP assessments and university-wide risk management through the Enterprise Risk Management and Compliance Committee
2. Enhance technology infrastructure to better serve the university community
 - a. Expand and enhance capabilities of the learning management system (Blackboard Learn) and related support services
 - b. Expand and enhance capabilities of technology-enhanced classrooms and related support services
 - c. Continue to renovate and modernize open-access computer labs
 - d. Expand the use of Office 365 Education and utilize enhanced features and support services
 - e. Implement improved client system management software
 - f. Expand and enhance the enterprise resource planning system (Banner) and develop customized software applications
 - g. Expand and enhance the networking and telecommunications infrastructures
3. Incorporate sustainability into campus operations and foster principles of environmental stewardship
4. Expand entrepreneurial activities and community partnerships to serve the needs of the state of Missouri and the Springfield community
5. Implement a more robust search engine for the university website

E. Funding

1. Continue to improve compensation for faculty and staff

2. Develop and implement a cost-effective plan to comply with changes under the Fair Labor Standards Act
3. Continue to receive private support through various Foundation campaigns
4. Increase the endowment with an emphasis on support for need-based scholarships
5. Evaluate and develop recommendations for a future comprehensive fundraising campaign
6. Advocate for the university's legislative and budget priorities, including increased operational funding from the state
7. Maintain external funding through the office of sponsored research and programs at \$20 million or more annually
8. Maintain the number of grant and contract proposals submitted for external funding through the office of sponsored research and programs at 300 or more proposals

III. ACTION ITEMS FOR OTHER AREAS

A. Athletics

1. Become more competitive in football and increase the total number of wins
2. Compete for a conference championship in men's basketball and have a winning season
3. Finish in the top three in the MVC All-Sports standings
4. Increase season tickets and Bears Fund memberships
5. Create new season ticket promotions to increase ticket sales for men's basketball
6. Reduce the athletics budget deficit by at least \$250,000
7. Maintain compliance with all NCAA rules and receive no major infractions
8. Achieve at least a 930 APR score in all sports with an aspirational goal of reaching an average APR score of 985

9. Evaluate new NCAA legislation and develop appropriate strategies to respond and implement

B. West Plains

1. Increase the number of graduates
 - a. Increase recruitment of new students utilizing strategic marketing through social media, the Greater Ozarks Center for Advanced Technology and the Shoe Loft housing
 - b. Increase retention of current students through the College Readiness Program, implementation of Degree Works, and revision of the Developmental Education Program
2. Diversity and inclusion
 - a. Evaluate opportunities to develop initiatives specifically tailored to recruit and retain diverse students, faculty and staff
 - b. Expand multicultural programming and explore opportunities to collaborate with the Springfield campus on multicultural programs in West Plains
 - c. Encourage students, faculty and staff to participate in the Collaborative Diversity Conference
 - d. Evaluate opportunities to incorporate diversity into the curriculum and co-curricular activities
 - e. Continue to require all employees to participate in diversity education
 - f. Continue to publicly report on progress toward diversity and other goals
3. Complete the development of the long-range plan and the West Plains campus Visioning Guide
4. Continue to raise private funds to support the Hass-Darr Hall construction project, and award contract and begin construction of Hass-Darr Hall
5. In collaboration with the City of West Plains and the South Central Career Center, establish the Greater Ozarks Center for Advanced Technology (GOCAT), a community initiative designed to bring advanced technological training to the West Plains area
6. Continue to identify and evaluate opportunities to improve the coordination of processes and course delivery between the West Plains and Springfield campuses