



ACTION PLAN FOR 2021-22

1. STRATEGIC ENROLLMENT MANAGEMENT

- Enhance outreach and recruitment efforts. Examples include modifying the undergraduate recruitment strategy, implementing a new customer relationship management system and application for admission, developing recruitment tactics and a data collections and tracking system for dual credit students, improving the university website's search engine optimization, utilizing career outcomes data and student success stories in communications, and leveraging city and community relationships to enhance messaging.
- Enhance retention and completion efforts. Examples include identifying and addressing courses with low success rates, holding a Mission Diploma 2.0 program, and leveraging Title III grant funds to enhance assistance and services for first-generation students.
- Review the university's scholarship program to assess recently added scholarship programs, evaluate current scholarship policies and requirements, consider new scholarships and revisions to existing scholarships, restructure the scholarship web page and policy information, and evaluate scholarship-related programs and policies.
- Implement a student loan awareness and overborrowing prevention program and provide financial literacy education and counseling.

2. EVOLVING ACADEMIC DIRECTIONS FOR FUTURE CAREERS

- Continue to grow the university's professional doctoral and MFA programs and advocate to streamline state approval of new professional doctoral programs.
- Evaluate options for a subscription model that allows alumni (or others) to make a flat or regular payment in exchange for the opportunity to enroll in academic classes or training opportunities.
- Promote academic programs with a focus on certificates, career education opportunities, new programs, and programs delivered with new modalities.
- Develop new academic programs and centers in high demand areas (including a grief certificate, a grief center, and a sustainability major) and revise select academic curriculum and adjust branding (title, course names, etc.) to better align with employer expectations.
- Increase academic options in targeted areas (e.g., certificates, block classes, short courses, online-only programs, etc.) and explore a variety of flexible class scheduling and delivery options to meet student needs.
- Broaden professional development educational opportunities for faculty and academic support staff.

- Enhance interdisciplinary approaches in providing learning experiences that meet employer expectations, enhance the curriculum, and improve efficiency.

3. GLOBAL ENGAGEMENT

- Continue implementation of the international student recruitment plan.
- Encourage the use of international virtual exchange and global classroom projects to expand opportunities for students to develop a global perspective and gain intercultural team skills.
- Resume education abroad programming with an emphasis on increased access for African American, Hispanic/Latino/Latinx, first-generation and Pell eligible students.
- Expand initiatives to promote interaction among international and domestic students in extracurricular activities, housing, and campus life.
- Identify opportunities for increased collaboration across units in support of international student success (safety, health, and wellness; academic success; intercultural development; practical experience; and community service).

4. INCLUSIVE EXCELLENCE DRIVING UNIVERSITY SUCCESS

- Improve access, retention and graduation of underrepresented students. Examples include encouraging collaboration between university programs that serve diverse students, improving individualized support for students with unique needs (childcare, mental health, etc.), evaluating opportunities to eliminate barriers for study abroad, internships, career fairs, and other high impact learning experiences, and leveraging opportunities created by college access programs and the university's multicultural resource center.
- Improve recruitment and retention of underrepresented faculty and staff. Examples include expanding mentorship programs, including community engagement and diversity, equity, and inclusion (DEI) work in the faculty tenure and promotion model, and including items in administrative assessments to address accountability for DEI.
- Evaluate opportunities to implement curricular changes related to DEI. Examples include expanding Bear POWER to a four-year program and growing academic partnerships with HBCUs.
- Enhance the university's DEI influence and impact on campus and in the community through training and education, developing new and expanding existing partnerships, and creating opportunities for diverse engagement.

5. COMMUNITY LEADERSHIP AND PARTNERSHIPS

- Develop new partnerships and expand existing partnerships with stakeholders to address matters impacting our community (e.g., poverty, health, access to news and information, etc.).
- Centralize internship development, marketing, and promotion to match students with organizations and businesses in the community.
- Develop opportunities to connect faculty, staff, and students across campus to the university's economic development resources and community partnership work.

- Develop and implement strategies to recruit and support teachers in rural schools and reestablish community learning centers in rural communities.
- Establish the Missouri Cybersecurity Center of Excellence in IDEA Commons.
- Continue to expand the university's economic development activities in IDEA Commons by expanding the efactory Corporate Partner Program and the number of Corporate Affiliates at the Blunt Center, increasing economic development collaboration throughout southwest Missouri, and creating new opportunities for free business training and services.

6. INFRASTRUCTURE AND FUNDING

- Continue to raise private funds through the Onward Upward campaign.
- Manage HEERF and other COVID relief and stimulus allocations to the university.
- Maintain external funding at \$55 million or more annually through private support, grants, and sponsored contracts.
- Prioritize employee compensation in the university's budgeting process.
- Manage university finances to further the university's mission and achieve the objectives established by the Board of Governors. Examples include developing a strategy for university reserve funds, evaluating bonding opportunities, advocating for state and federal operating and capital funds, and maximizing efficiency.
- Advance facility projects indicated on the facility master plan. Examples include the Multicultural Resource Center, the Blunt Center expansion, the Darr Agricultural Center facility expansion, Ann Kampeter Health Sciences Hall, the John Goodman Amphitheatre, the Grand Street underpass, and the Ozarks Health and Life Sciences Center.
- Manage and enhance the university's computer services, networking, telecommunications, and information security infrastructure, services, and training.

7. ATHLETICS

- Compete for conference championships in men's soccer, baseball, football, volleyball, women's basketball, and men's basketball with an overall goal to be in the top 3 in the MVC All-Sport trophy standings.
- Maintain a balanced budget, increase revenues (ticket sales, fundraising, licensing and corporate sponsorships), and increase the number of concerts and performing arts events.
- Encourage student-athletes and athletics staff to receive the COVID-19 vaccine with a target vaccination rate of 85%.
- Comply with all NCAA rules with no significant violations and implement NCAA and conference name, image, and likeness requirements.
- Maintain a 3.0 overall grade-point average and a 930 APR score (with an aspirational goal of a 970 APR) in all sports.
- Continue to implement the BearsUnite diversity, equity, and inclusion program.
- Secure a new naming for the arena.
- Create an athletics master plan for facilities.

8. WEST PLAINS

- Develop long-range plan and campus master plan.
- Implement the first year of the SEM plan to increase enrollment through recruitment and retention strategies.
- Plan, design, and construct the Broadway Building welding lab and the Looney Hall nursing lecture hall addition/expansion.
- Complete development and begin implementation of the autism student high school-to-college transition program.
- Continue DEI initiatives on campus.
- Monitor adjusted operations of the residence hall and college bookstore auxiliaries and plan sustainable paths forward for each.
- Manage HEERF and other COVID relief and stimulus allocations to the university.
- Research, assess, and determine whether to develop a plan for additional sports teams at the NJCAA Division II or III level(s).
- Continue to coordinate operations between the West Plains and Springfield campuses.