ACTION PLAN FOR 2018-2019

The 2018-19 academic year marks the midpoint of the 2016-21 Long-Range Plan (https://www.missouristate.edu/longrangeplan/). Administration designed this year’s action plan to set the university on a course to accomplish the key objectives of the long-range plan over the next three years.

Much has changed for this year, and Missouri State must respond. We have new leaders in Jefferson City. The state is focused on infrastructure and workforce development. Legislators are discussing equity in state funding. High school graduation numbers and international concerns predict a slowing of our enrollment growth. The university’s continued growth will be strategic, in programs and fields with strong ties to the state’s workforce needs.

This action plan sets Missouri State on a path to seize the opportunities that exist and continue the university’s upward trajectory in a changing landscape.

I. ACADEMIC PROFILE

A. Increase the number of degrees and certificates awarded

B. Add new certificates, majors or degrees that support workforce development

C. Focus on increasing enrollment in areas of high demand while continuing efforts to sustain or grow total enrollment

1. Direct resources as appropriate to support growth in high demand areas and skills contributing to workforce development. (e.g. nursing, computer science, information technology, etc.)

2. Modify infrastructure and expand course offerings to meet student needs (e.g. online, blended, block, ZOOM assisted, classroom capacity, etc.)

3. Facilitate work between academic programs and the marketing and communications division to promote and market certificates and other programs focused on workforce development

4. Evaluate scholarship programs and restructure to remain competitive

D. Promote interdisciplinary and cross-disciplinary educational and research opportunities, including curricular actions
E. Evaluate and update enrollment and curricular issues; initiate efforts to eliminate any barriers and modify processes while ensuring quality control

F. Continue to seek logical and productive partnerships with other organizations, institutions and agencies that will foster educating more and different students (e.g. community colleges, college access programs, etc.)

G. Maintain and support assessment of student learning and accreditation at the program and university levels to ensure continuous improvement

II. STUDENT SUCCESS AND EXPERIENCE

A. Improve retention and graduation rates of all students; and decrease the gap in retention and graduation rates for underrepresented, Pell eligible and first generation students

1. Expand student services that support underrepresented, Pell eligible, ACT score of 18 to 23, and first generation students (e.g. TRiO, Bears L.E.A.D., Access Programs, etc.)
2. Continue to evaluate the most effective use of GEP 101 and realign program accordingly
3. Develop the Center for Academic Success and Transition as a hub to coordinate collaboration among units working on student success initiatives
4. Enhance advisement support for students (e.g. organized transfer advisement and registration periods, college proactive advisement programs, advisement for students nearing graduation, etc.)

B. Expand leadership, community engagement and cultural development opportunities for students

1. Host activities, events and speakers on campus with a focus on maintaining balanced political discourse and fulfilling the public affairs mission by encouraging ethical leadership, cultural competence, and community engagement
2. Expand student participation in the Collaborative Diversity Conference
3. Expand multicultural programming by increasing outreach and campus partnerships
4. Expand the URSA engagement camp to include a session specifically for transfer students
5. Expand opportunities for students to engage in high impact and experiential learning experiences

C. Review and assess campus-wide career planning efforts and improve the successful career outcomes rate for recent graduates

D. Expand financial literacy training for students
E. Continue to implement alternatives to traditional print textbooks and course materials in an effort to reduce student expenses (e.g. StreamlinEd and other digital content)

F. Increase visibility of intercollegiate athletics, performing arts, fine arts and other activities to enhance their impact on student, community and alumni experiences

III. DIVERSITY AND INCLUSION

A. Continue to increase numbers of underrepresented faculty, staff and students
   1. Require each division to create diversity hiring targets with large units encouraged to meet or exceed a 20 percent goal
   2. Improve personnel search process to mitigate unconscious and implicit bias
   3. Implement outreach and recruitment strategies that target underrepresented students

B. Enhance campus and community culture and climate
   1. Continue cultural consciousness and competency development among faculty and staff
   2. Increase networking opportunities among diverse campus stakeholders
   3. Continue to assess results and implement recommendations from last climate survey and develop plans for next climate survey
   4. Continue community collaborations to promotion inclusion of diversity and cultural consciousness and competence

C. Expand diversity and inclusion training for employees and students
   1. Evaluate opportunities for collaborative student diversity training
   2. Collaborate with human resources to implement diversity training for supervisors and managers
   3. Evaluate consistency of diversity and inclusion elements in curriculum across disciplines

IV. GLOBALIZATION

A. Continue implementation of the International Programs Recruitment Plan to sustain international student enrollment while diversifying countries and cultures represented on campus

B. Pilot 2 + 2 undergraduate degree programs with partner universities in Asia and South America

C. Sustain the number of students participating in study away programs
D. Promote new opportunities for faculty to collaborate with international faculty on research, teaching and service programs

E. Continue initiatives to promote interaction among international and domestic students, faculty and staff, and to promote global learning for all students

V. INFRASTRUCTURE

A. Complete construction of Hill Hall, Plaster Center (Phase 1), Woods House (Phase 1) and the Center for Academic Success and Transition at Meyer Library. Begin construction of a new residence hall and the Ozarks Education Center at Bull Shoals. Plan for the design and construction of continued renovations to Plaster Center and Woods House.

B. Reach decision point on the IDEA Commons expansion project

C. Take necessary measures to ensure the campus—including people, facilities, networks and data—remains safe, secure and accessible

D. Maintain technology infrastructure to ensure reliable delivery of services and technologies

E. Develop administrative software systems to serve as the foundation for effective and efficient business execution

F. Implement established and emerging technologies to support academic programs

G. Incorporate sustainability into campus operations and foster principles of environmental stewardship

VI. FUNDING

A. Advocate for increases in state funding through the state’s performance funding model, workforce development opportunities, an equity adjustment and capital appropriations

B. Maintain affordability by raising tuition and fees for in-state undergraduate students by no more than the increase in the consumer price index

C. Improve compensation for faculty and staff

D. Continue to increase and maintain efficiencies in the university’s procurement practices and general operations to control costs

E. Develop a comprehensive campaign to raise private funds and increase the endowment
F. Maintain external funding at $40 million or more annually through private support, grants, and sponsored contracts

VII. ATHLETICS

A. Compete for conference championships in men’s basketball, women’s basketball, baseball and volleyball

B. Increase the total number of wins in football

C. Contend for the MVC All-Sports Trophy

D. Manage a balanced budget

E. Increase revenue through season ticket sales, annual fund memberships, licensing and concessions

F. Maintain a 3.0 overall grade-point average and a 930 APR score (with an aspirational goal of a 970 APR) in all sports

G. Comply with all NCAA rules with no significant violations

H. Enhance overall student service specifically as it relates to internships, jobs and career placement

VIII. WEST PLAINS

A. Improve student performance measures for retention, graduation and transfer rates, and successful course completion rates

B. Stabilize enrollment

C. Research the need for new technical and allied health programs in the West Plains region

D. Evaluate and implement process improvements to improve funding, budget and workload issues

E. Complete construction of the Hass-Darr Hall project and the amphitheater

F. Continue to coordinate operations between the West Plains and Springfield campuses