Fulfilling Our Promise

Long-Range Plan 2011-16

Implementation Plan for 2011-12

Board of Governors Retreat
August 5, 2011
Mission

Missouri State University is a public, comprehensive metropolitan system with a statewide mission in public affairs, whose purpose is to develop educated persons. The University's identity is distinguished by its public affairs mission, which entails a campus-wide commitment to foster competence and responsibility in ethical leadership, cultural competence and community engagement.
Overarching and Enduring Commitments

• Student learning
• Inclusive excellence
• Institutional impact
Student learning

Student learning is the primary goal of the University and the key indicator of our success. As a community of learners, we embrace learning outcomes that encompass liberal arts education, professional preparation and a concentration on public affairs, and we pledge to support student learning in curricular, co-curricular, extra-curricular and research contexts.
Inclusive excellence

Inclusive excellence is the recognition that an educational institution's success is dependent on how well it values, engages and includes the rich diversity of faculty, staff and students with all the valuable social dimensions that they bring to the enterprise of higher education. Missouri State University shall demonstrate a comprehensive commitment to inclusive excellence, which will be reflected by policy, planning and actions throughout the institution.
Institutional impact

Institutional impact refers to the positive, enduring effects of the University's work in the region and the state as well as to our broader contributions to knowledge and innovation. Essential to this commitment are focused activities in: basic and applied research, economic and community development, community partnerships and advanced workforce development. As a major employer we also pledge to model ethical behavior with respect to people, resources and the environment.
Access to Success

Missouri State will expand access to educational opportunities and prepare students for successful citizenship and careers in a globally competitive world.
Access to Success

• Reconstitute the Executive Enrollment Management Committee to work toward increasing overall enrollment, as well as the enrollment of students from historically excluded groups, nontraditional students, and international students.

• Make progress on alternative delivery options of courses

• Make progress on course re-design

• Invest in academic space at Brick City

• Make improvements in other academic and student facilities (Temple Hall laboratories, Carrington Hall Auditorium, University Recreation Center, Residence Halls)
Public Affairs Integration

Missouri State will equip and inspire graduates to engage in global policy issues and creatively apply their education to identify solutions to pressing worldwide challenges.
Public Affairs Integration

• Continue work on General Education Curriculum, more fully incorporating the public affairs mission
• Explore option of graduating “with distinction in public affairs”
• Expand and market Study Away opportunities
• Improve integration of domestic and international students
• Establish a task force to develop baseline/planning and organize for stimulation of undergraduate experience (research, internships, field experiences, etc.)
• Pursue selected academic programs consistent with the mission (for example, the Doctor of Nurse Practitioner – DNP)
Engaged Inquiry

Missouri State will pursue research and scholarly activities that enrich the learning experience of students and are responsive to the needs of the region and state.
Engaged Inquiry

• Promote a balance of research/scholarly activity, teaching and service as complementary priorities

• Increase the total external funds awarded to $20 million goal for 2011-12

• Increase the total number of proposals for external funding from 245 to 260 in 2011-12

• Evaluate the Faculty Center for Teaching and Learning and re-direct/change as needed
Partners for Progress

Missouri State will be actively involved in and serve as a catalyst for positive change as an essential partner in improving the quality of life for Missourians and enhancing the economic vitality of the region and state.
Partners for Progress

- Prepare Robert W. Plaster Center for Free Enterprise and Business Development for occupancy in Fall 2012 – business Incubator administered by Springfield Innovation, Inc.
- Further develop Brick City (see Access to Success)
- Find private developer for JVIC Building 4
- Prepare for PharmD Program to begin
Valuing and Supporting People

Missouri State will value and support faculty and staff in the context of a dynamic University setting that engages their full potential in an environment of inclusive excellence.
Valuing and Supporting People

- Develop a plan and timeline for salary increases this year – perhaps in two phases: January 2012 and July 2012 – and begin making decisions consistent with this goal
- Finalize, approve and implement a staff shared leave policy
- Increase the diversity of the workforce using a number of initiatives, including the Diversity Hiring and Recruitment Program, the Dual Career Assistance Program, and the new Diversity Faculty and Staff Incentives Program
- Implement the My Ideas Program
Responsible Stewardship

Missouri State will honor the public trust by preserving and protecting the University's assets for future generations of students.
Responsible Stewardship

• Continue and improve the campus-wide budgeting process – and find ways to enhance the financial acumen of budget administrators across campus

• Improve sustainability by decreasing campus-wide energy consumption and implementing an indoor cardboard recycling program

• Continue to make progress on the $125 million “Our Promise” comprehensive campaign
Additional initiatives

There are additional major initiatives for 2011-12 not specifically identified in the long-range plan.
West Plains

- Complete long-range plan consistent with University long-range plan
- Analyze distribution of state appropriations within the Missouri State System
- Develop a plan to fund/complete a facility to house distance learning completion programs
- More fully develop the Rural Education Center
- Develop a plan to offer targeted secondary school math and science education programs to teachers in the seven-county service area
Athletics

• Improve the academic performance of student-athletes
• Complete long-range plan consistent with University long-range plan
• Implement JQH Arena Task Force recommendations
• Strengthen the finances through combination of reduction in expenses and increases in revenues
• Complete the Title IX improvements to facilities
Still to come for the Long-Range Plan

• Review/confirm/update the benchmark institutions

• Identify the “dashboard indicators” among the performance measures and develop a plan for updating and highlighting those

• Develop a plan for updating and reporting progress on all performance measures