



State of the University

President Clif Smart and Provost Frank Einhellig

October 7, 2019



Clif Smart



PRESIDENT

Missouri State
UNIVERSITY



Have a question? Let us know.



TWEET WITH HASHTAG
#MSUCHAT



WRITE QUESTIONS ON
NOTECARDS



OPEN MIC

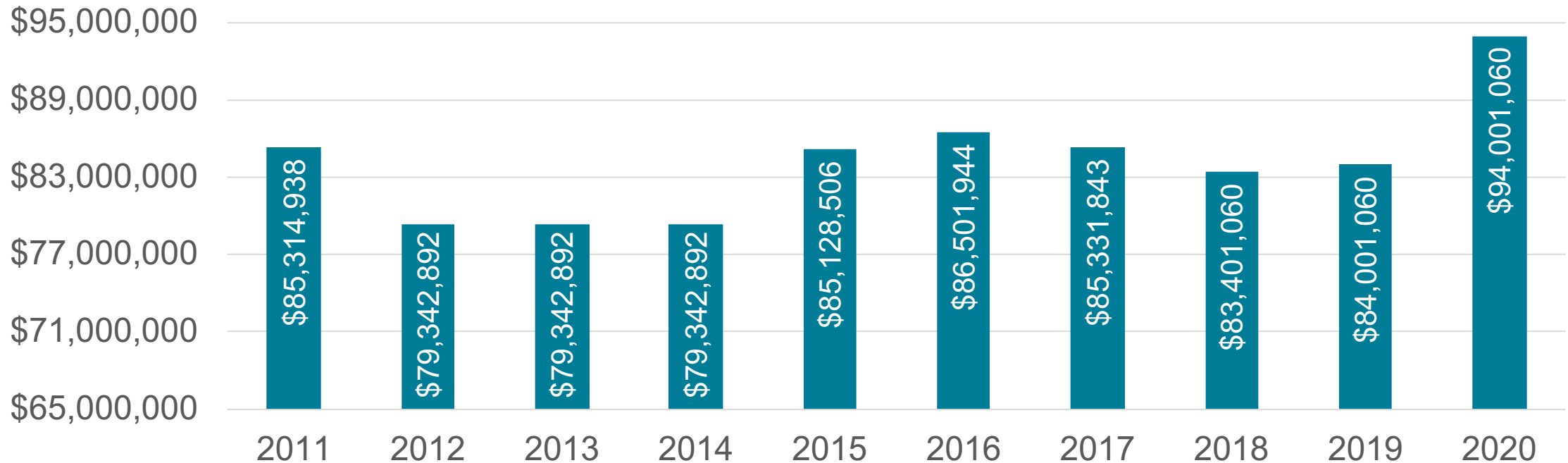
DURING

AFTER

Legislative success

EQUITY FUNDING – \$10 MILLION (11.9 PERCENT) INCREASE

Unrestricted core operating appropriations, FY2011 – FY2020





Most graduates ever

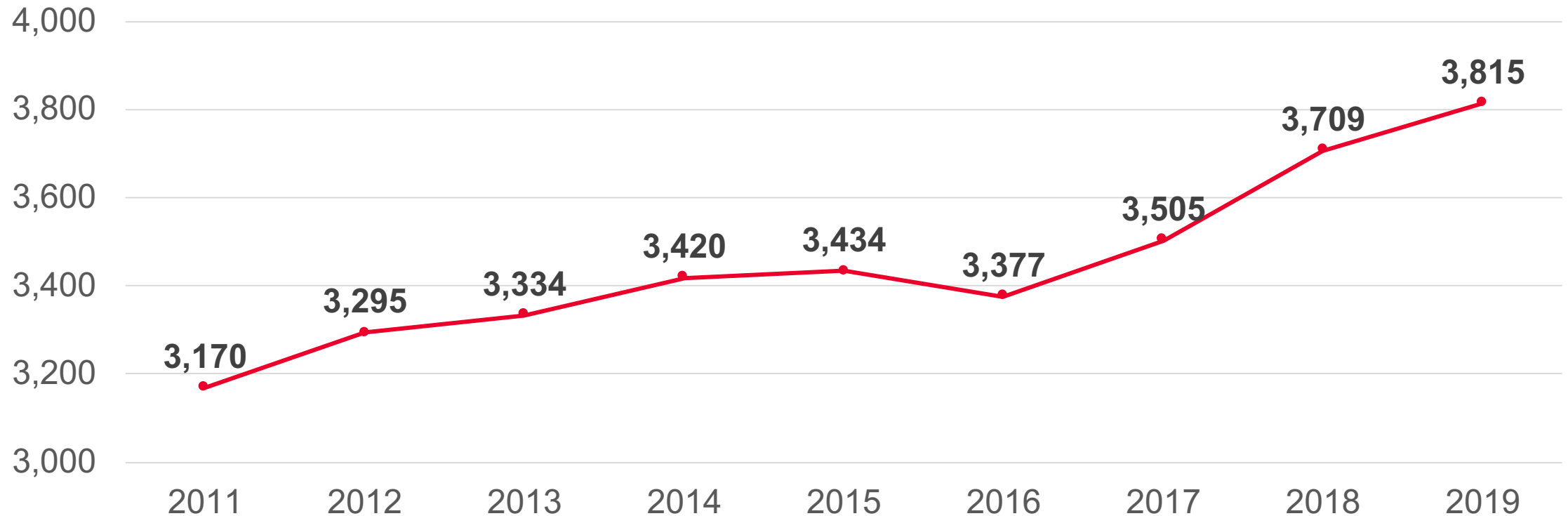
SPRINGFIELD CAMPUS

	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019
Degrees awarded	4,247	4,306	4,359	4,635	4,724	5,020
Certificates awarded	138	173	282	301	462	470
Total	4,385	4,479	4,641	4,936	5,186	5,490

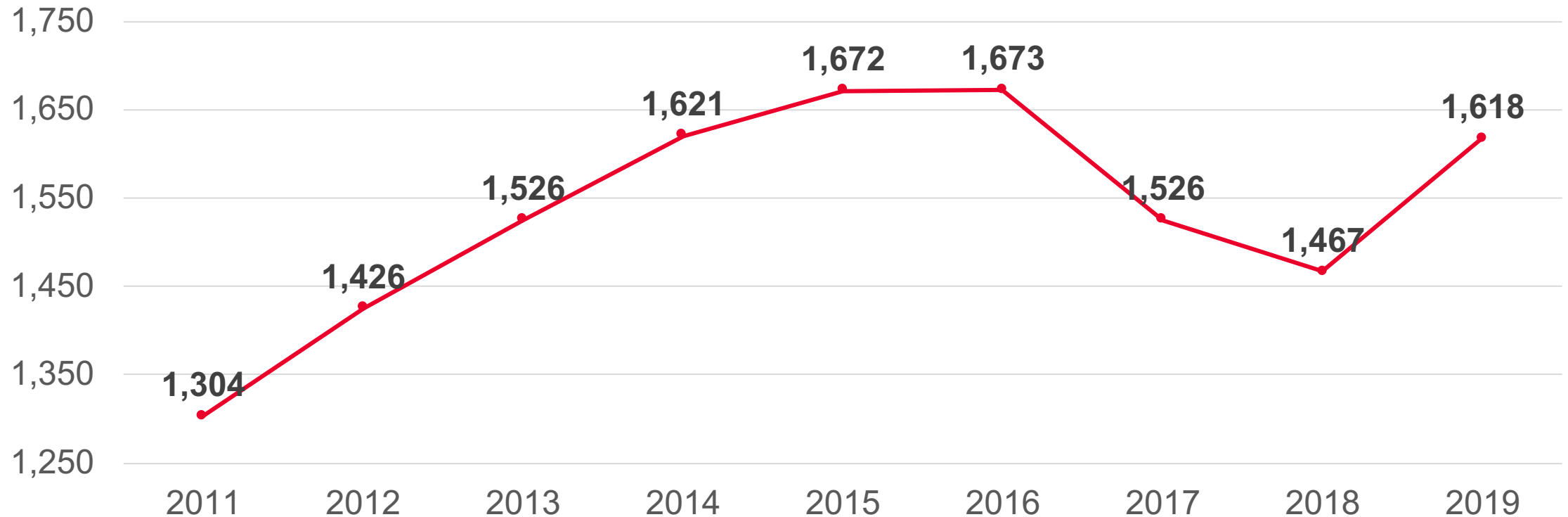




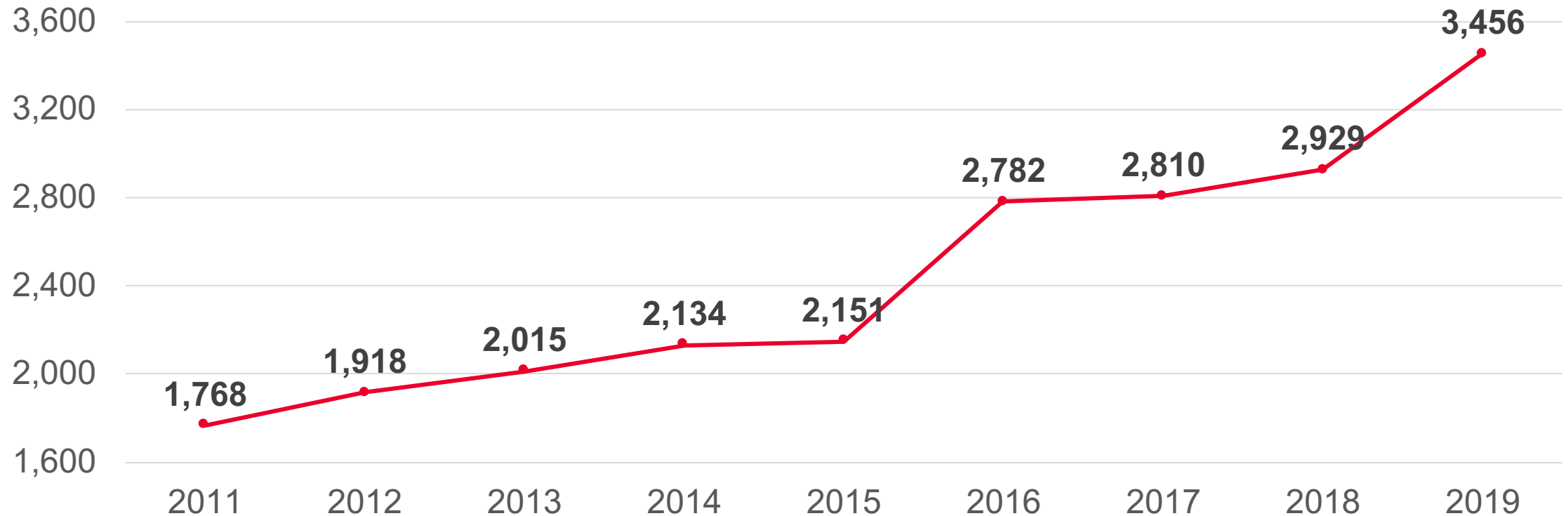
Graduate student enrollment



International enrollment



Dual-credit enrollment





Compensation and benefits

\$9.9 MILLION IN PAY AND BENEFITS INCREASES IN FY2019

- **Aug. 2018:** \$700 one-time retention payment (\$1.8 million one-time)
- **Jan. 2019:** 1 percent plus \$600 (\$2.5 million annually)
- **Jul. 2019:** 1.9 percent (\$2.6 million)
- FY2020 budget also includes:
 - Over \$450,000 in other salary increases (faculty promotions, etc.)
 - \$1.8 million in fringe benefit cost increases
 - 58 cost-center funded equity adjustments
 - \$415,000 in stipend and fee waiver increases for graduate assistants
 - \$333,000 to increase student worker minimum wage



Academic achievements

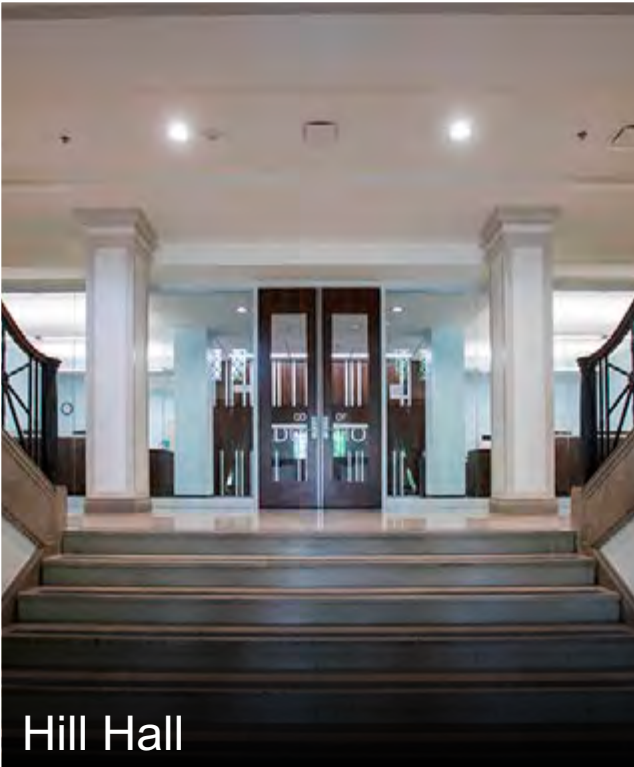
- Naming McQueary College of Health and Human Services
- Mechanical Engineering Program
- Bear POWER
- All-Steinway School
- Began approval process for Doctorate in Defense and Strategic Studies
- International 2+2 programs



Increased faculty and staff diversity

	2013	2014	2015	2016	2017	2018
Percent of faculty and staff that are international or members of historically underrepresented groups	10.6%	11.0%	11.5%	12.8%	14.1%	14.5%

Completed projects



Hill Hall



Plaster Center



Woods House



Center for Academic Success and Transition



Campus security

- Named one of the 100 safest universities in the United States
- Added 25 electronically controlled doors
- Added or upgraded 77 security cameras
- Police substation added on West Plains campus
- Tabletop exercises on pandemic outbreak, major cybersecurity event and active shooter scenario
- Enhanced mass notification system and emergency preparedness training
- Multi-factor authentication pilot for ERP
- Eliminated 95 percent of highly restricted information from test systems

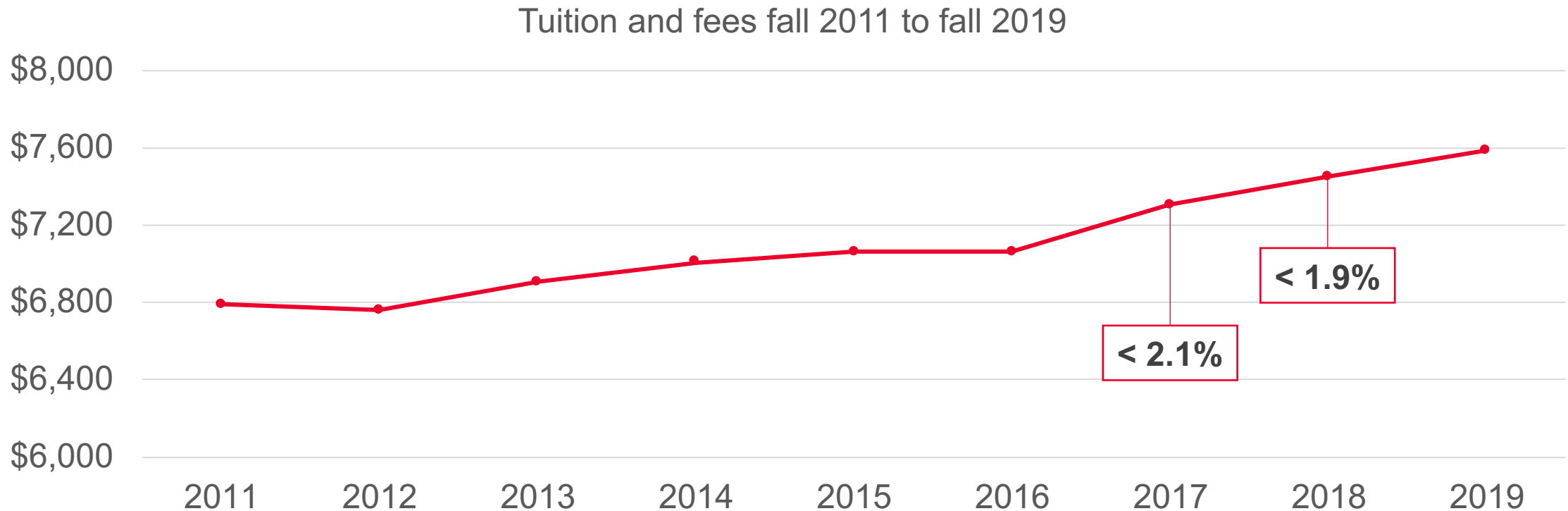


IT infrastructure

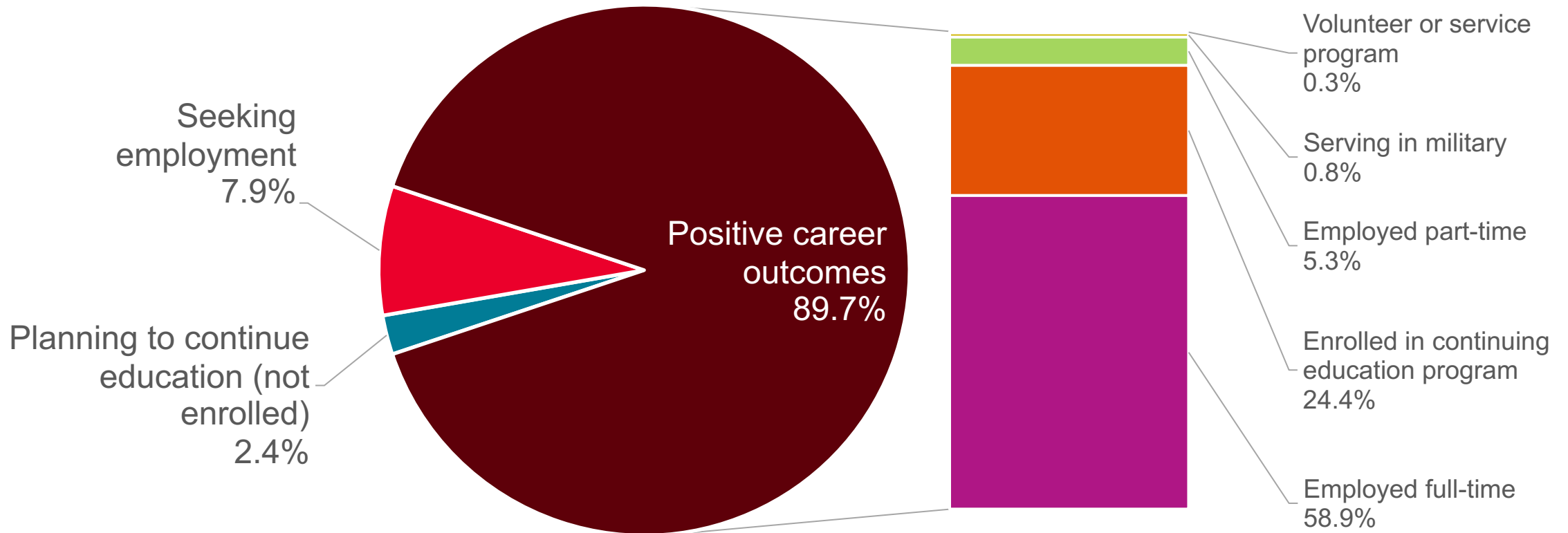
- New computer classrooms
- Replaced hardware that hosts Banner ERP software
- Upgraded existing wireless to increase capacity and speed
- Piloted a university-wide IT Service Management program
- Implemented Liaison admissions application, CRM system, DualEnroll.com and upgrades to DegreeWorks
- Migrated Blackboard LMS

Maintained affordability

TUITION INCREASE FOR 2017-18 AND 2018-19 IS LESS THAN INFLATION



Student success after graduation





External support record

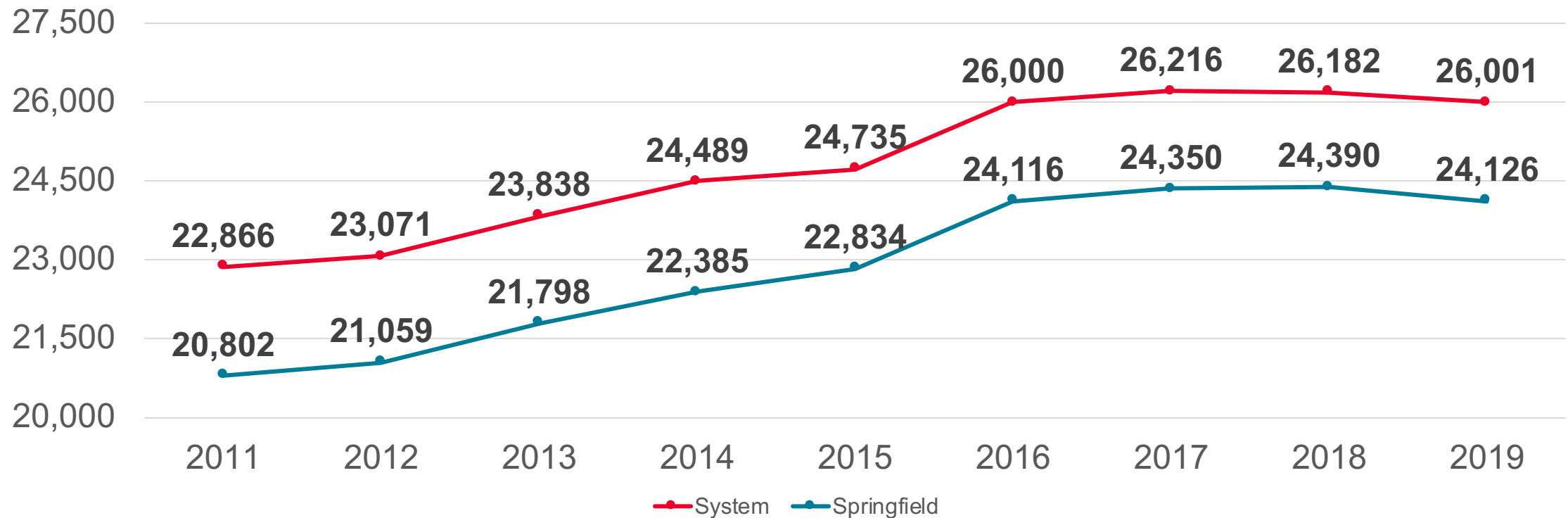
Fiscal year	Foundation	Grants	Total
2013	\$16,657,888	\$20,188,675	\$36,846,563
2014	\$18,377,965	\$21,948,926	\$40,326,891
2015	\$19,206,438	\$19,021,365	\$38,227,803
2016	\$18,010,206	\$24,791,365	\$42,801,571
2017	\$19,515,898	\$20,584,404	\$40,100,302
2018	\$21,534,074	\$26,051,086	\$47,585,160
2019	\$20,083,060	\$32,802,989	\$52,886,049



Athletics

- Student athletes maintained GPA above 3.0 and APR above 970
- Significant work to increase community service and support services for student athletes
- Lady Bears Sweet 16 appearance
- Fourth of ten schools in MVC all-sports trophy

Total enrollment





Undergraduate enrollment

Type	Fall 2014	Fall 2015	Fall 2016	Fall 2017	Fall 2018	Fall 2019
First-time new in college	2,801	3,178	3,126	3,183	3,010	2,609
Transfer	1,749	1,672	1,782	1,664	1,543	1,435
Readmit	283	290	310	284	253	247
Continuing	11,538	11,693	12,317	12,528	12,446	11,914
Total	16,371	16,833	17,535	17,659	17,252	16,205



First to second year retention rate

SPRINGFIELD CAMPUS

F13 to F14	F14 to F15	F15 to F16	F16 to F17	F17 to F18	F18 to F19
75%	78%	79%	77%	78%	78%



Short-term action items

- Restructure scholarships
- Expand dual credit
- Promote certificates
- Leverage Fast Track
- Revise marketing and recruitment strategies
- Waive application fee
- College level plans and initiatives
- Improve technology used to recruit and retain students
 - Website and social media
 - Digital marketing
 - Streamline application process
 - Texting platform
 - Campus virtual tour
 - CRM system

Strategic enrollment management plan

COMMITTEE STRUCTURE

Senior leadership

Clif Smart, President; Dr. Frank Einhellig, Provost; Dr. Dee Siscoe, Vice President for Student Affairs
Overall management of SEM process and communication with Board of Governors

SEM steering committee

Long-term enrollment goals, securing the approval of strategies through appropriate institutional channels,
communication with President and Administrative Council

Recruitment council

Develop strategic goals and action plans for new student recruitment and outreach

Retention and completion council

Develop strategic goals and action plans for retention and graduation

Academic programs and deliveries council

Develop strategic goals and action plans regarding the development and alignment of academic programs and deliveries that meet the demands of current students

Marketing and communications council

Develop strategic goals and action plans to raise the profile of the university via both internal and external marketing and communication



Other action items for 2019-20

- Award number of degrees and certificates set by the Board of Governors (5,200)
- Begin construction of JVIC expansion
- Promote inter-disciplinary educational and research opportunities
- Expand high demand programs
- Evaluate results of climate study and revise the strategic diversity plan
- Launch comprehensive campaign to raise private funds
- Advocate for additional state funding
- Manage tuition and fee increases
- Increase efficiency and reallocate resources
- Improve compensation for faculty and staff



Frank Einhellig



PROVOST

Missouri State
UNIVERSITY





Raising the profile

EVIDENCES AND CHALLENGES



MSU: Doctoral/professional university

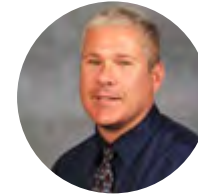
CARNEGIE CLASSIFICATION OF INSTITUTIONS OF HIGHER EDUCATION

- New designation by Carnegie for MSU
- 132 “professional practice” doctorates conferred in FY2019:
 - DNAP: 61, DPT: 39, AUD: 10, DNP: 22
- Doctorate in Defense and Strategic Studies — under CBHE review

“MSU WILL BE THE MISSOURI LEADER IN OFFERING PROFESSIONAL DOCTORATES”

Professional doctorate committee

- Evaluate professional doctorate's need by profession
- Suggest professional doctorate's MSU might offer
 - Potential collaborators
 - Mode of delivery
 - Budget and resource needs
 - Potential competition/opposition
- Project steps for next 5-year plan



Excellence in Assessment (ELA)

MSU NAMED 2019 EXCELLENCE IN ASSESSMENT DESIGNEE

- Sponsored by AASCU, AACU, APLU, NILOA and VSA
- Award recognized MSU for:
 - Commitment to relationship building and trust
 - Outstanding Public Affairs and General Education workshop series
 - Communication and use of meaningful assessment results to stakeholders





**“ACCOMPLISHMENTS OF STUDENTS, FACULTY AND STAFF
MAGNIFY THE UNIVERSITY IMAGE.”**

Debate Bears

GROUP WINS NFA NATIONAL SWEEPS CHAMPIONSHIP



California, April
2019

Dr. Eric Morris,
advisor

Winning business teams, 2019



National cybersecurity champions
Drs. Guo and Yang, advisors



Chartered financial analyst research challenge team
Dr. Hoelscher, advisor

Media, journalism, film

AWARD-WINNING YEAR

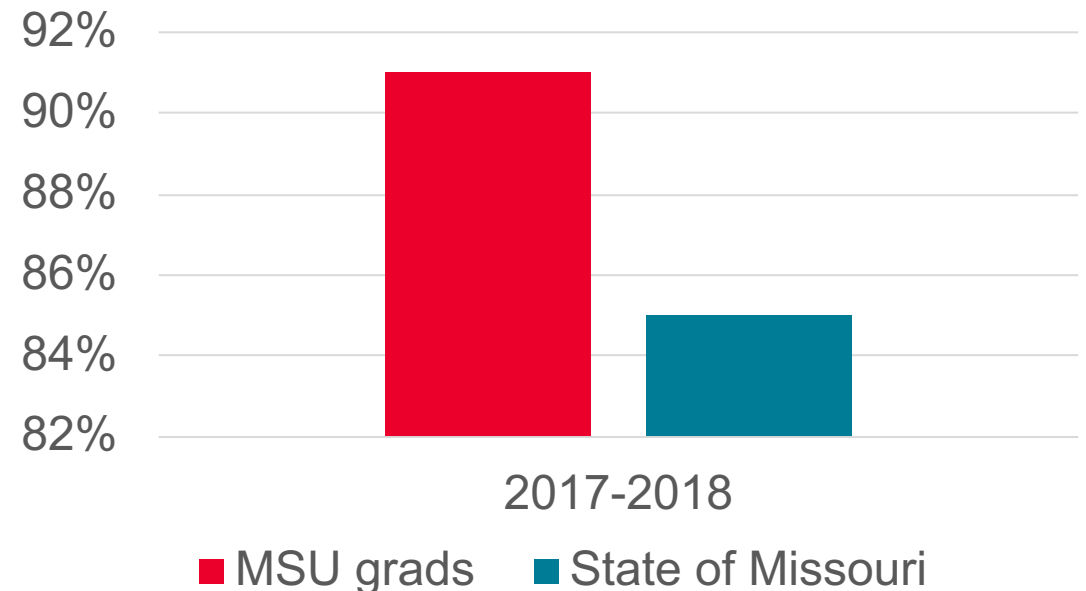
- 2 Midwest College Emmys, 1 National College Emmy nomination for Show-Me Chefs
- 14 national awards
- 28 state awards
- 25 film screenings at international, national and regional film festivals



High marks in teacher education

- DESE data rating the 169 certification programs shows MSU tied for the top in tier 1 education programs
- MSU had more tier 1 and tier 2 education-preparation programs than any other university
- 1 in 8 teachers in K-12 is from MSU
- **Goal: “A Bear in every building”**

Principals' rating of first-year teacher effectiveness



MSU & Southwest University (China) Collaborate

SIGNIFICANT PROGRAM GROWTH THE PAST YEAR



- During August, ILTC hosted an academic program for a group of 68 students and 4 professors
- Courses in COAG, COAL and COB
- First cohort of a Dual Degree in Plant Science starting this fall with 120 students
- Three years in China with fourth year at MSU



Success of biology graduates

- 17 graduates last year entered PhD programs, each in a different school
- 16 moved into professional-degree programs: 3 dental; 3 physician assistant; 1 optometry; 1 vet; 5 pharmacy; 3 medical school*
- College Factual's 2019 Best named MSU biology in the top 15%

** The premedical committee reported across all majors 75% of applicants using this process were accepted into medical school.*

Virtual reality world

STUDENTS CREATE AN IMMERSIVE WORLD OF 16TH-CENTURY GUATEMALA

- 12 museum studies students, mentored by Honors College director Dr. John Chuchiak
- Displayed in the library
- Also designed and curated a Maya art and culture exhibit
- MSU co-sponsored an exhibit in Guatemala
 - Displayed in Guatemala, July 2019 – March 2020
 - 25,000 people viewed since July



Mind's Eye

MSU RESEARCH HIGHLIGHTS

- Research and creative works are infused into the educational framework
- These works of faculty and students magnify the university image
- Lisa Brescia, assistant professor of theatre and dance, is the current-year cover story of Mind's Eye



MACY'S

ain't too proud

THE LIFE AND TIMES OF THE TEMPTATIONS

The Music Box



Lisa Brescia

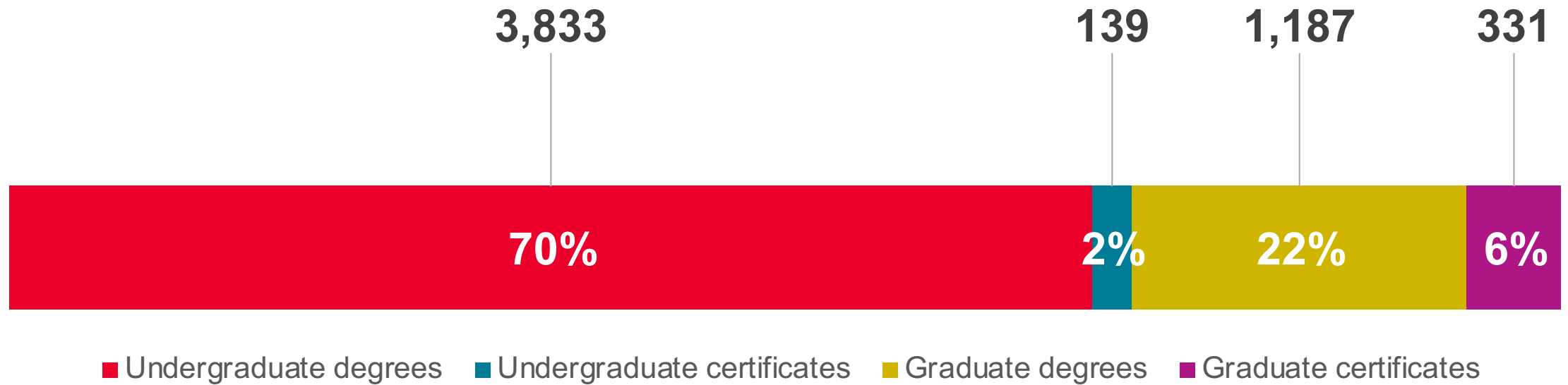


Recruitment and retention



Degrees and certificates awarded

INCLUDES CHINA CAMPUS





Telling our career story

PATHWAY OF INFLUENCE

- Students need to know MSU career opportunities
 - 97 undergraduate majors with 172 options
 - 62 graduate degrees with 100 options
 - Honors College serving almost 1,100 students
- Accelerated masters
 - Available for 60% of graduate programs
 - Underutilized and often not well communicated
 - Student have almost 90% completion rate



Certificates

VALUE-ADDED OPPORTUNITIES

- MSU currently offers 115 certificates
 - 39 undergraduate and 76 graduate
 - Topic-focused, typically 12 credit hours
 - Can build into a degree or stand alone
- Three certificates without prerequisites and with interdisciplinary application are in development
 - Writing for professionals, Information technology, Business skills
- Certificate opportunities need greater visibility



Goals

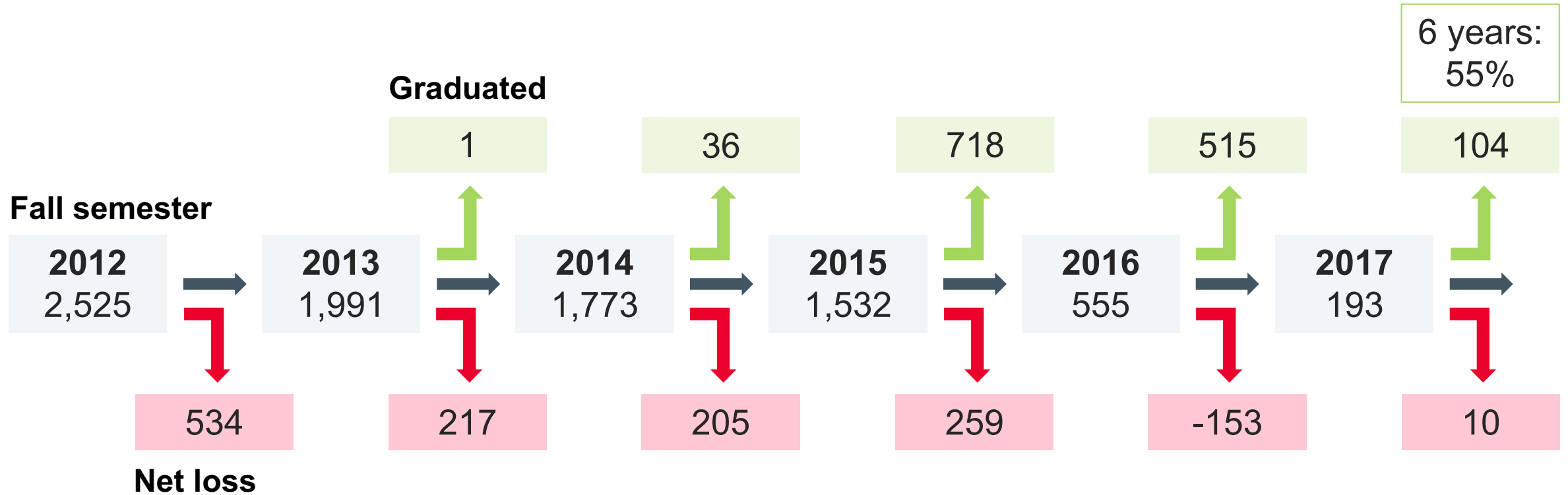
Leverage
opportunities

Grow where
there is
demand

Minimize
barriers

First-time new in college

2012 COHORT

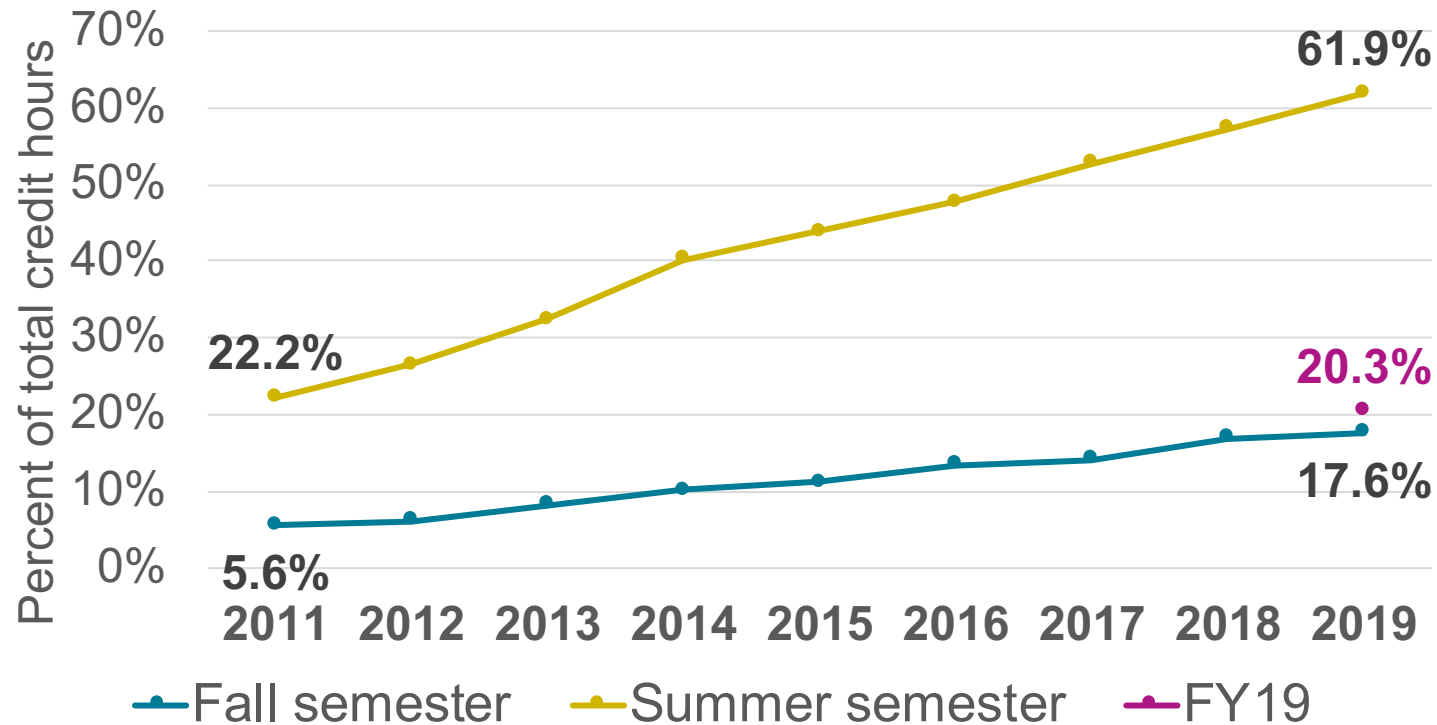


The dual-credit pathway

- Assists students and MSU
- MSU partners with 133 schools, 85 courses, 567 sections, 354 teachers
- Pilot programs with Springfield and Kansas City schools provide dual-credit scholarships for need-based students
- Recruitment to MSU is the challenge

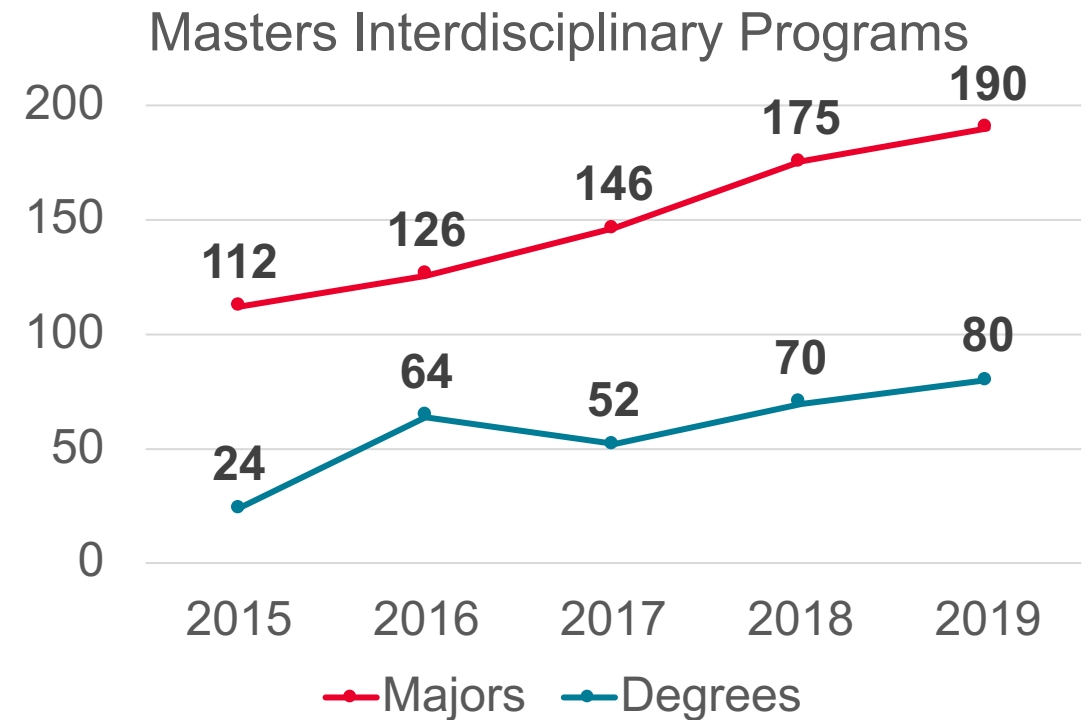
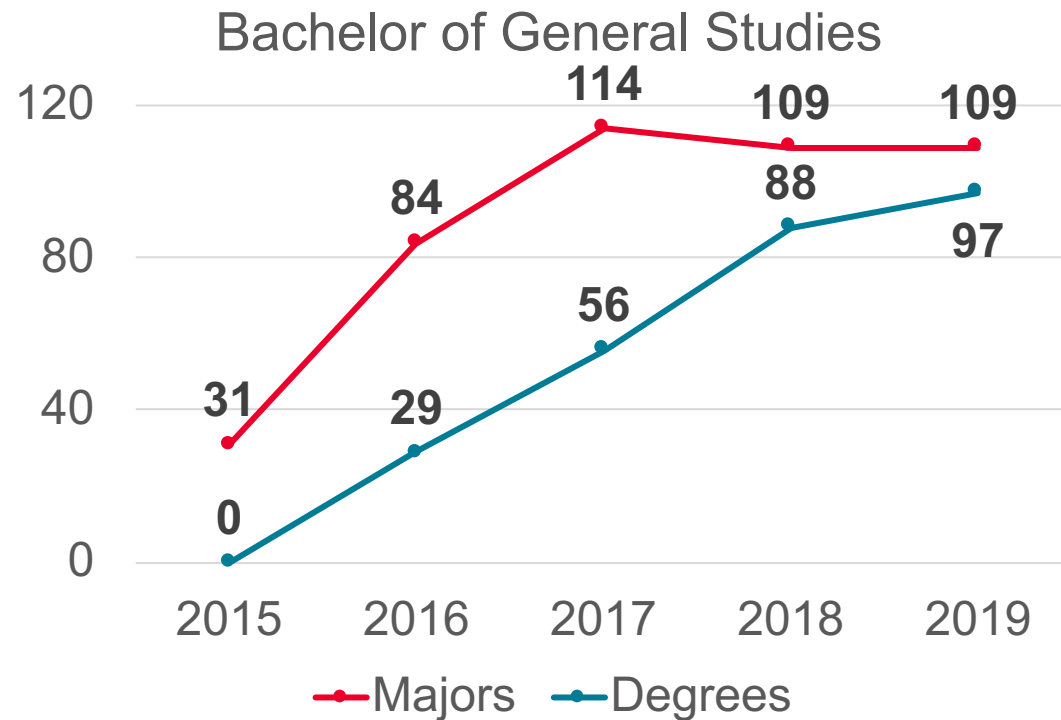


Online expands



- This term
 - 489 courses
 - 698 sections
- Fiscal year 2019
 - 1,214 courses
 - 1,635 sections
- Programs
 - 11 undergraduate majors
 - 13 minors
 - 15 graduate degrees
 - 18 certificates

Interdisciplinary programs





Proactive advising

A MAJOR STUDENT SUCCESS STRATEGY

- More attention directed for at-risk students
- Increased advisor training opportunities
- Implemented in COAL, CNAS; expanding to other units
- Texting to first- and second-year students
 - COE, COB and Academic Advisement Center
 - Center for Academic Success and Transition, registrar, financial aid
- Additional advisors and organizational modifications

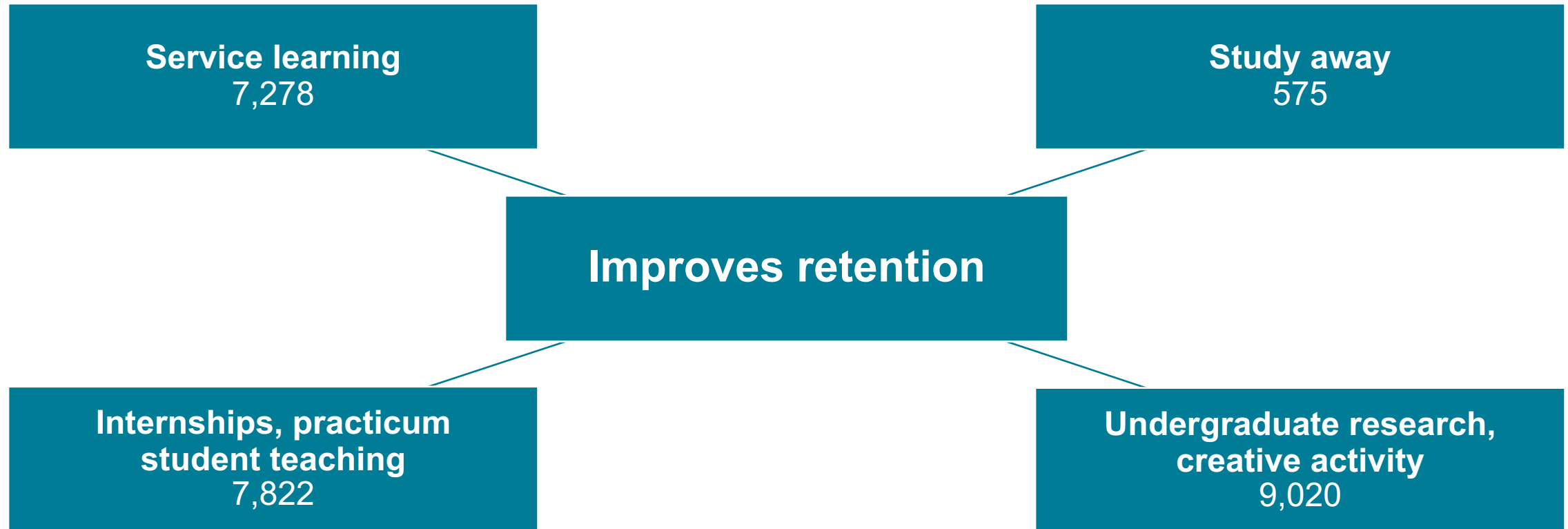


Increase assistance for transfer students

- 2 plus 2 pathways — 40 completed with OTC
- Goal is to develop 2 plus 2 articulation with West Plains, Crowder and others
- MSU will rename the Academic Advisement Center
 - Academic Advising and Transfer Center
 - Add another transfer advisor
- Missouri State advisor at OTC becomes full time
- More assistance with CORE 42

Undergraduate experiential learning

FISCAL YEAR 2019





Overcoming barriers: great actions

SELECTED UNDERGRADUATE ACTIONS TAKEN

- 3 math pathways available, according to degree goal
- Elementary education requirement reduced to 120 hours
- BSN revised from 5 semesters to 4
- BSN-completion offered in 8-week blocks
- ITC curriculum realigned toward employer expectations
- 2 plus 2 pathways established with OTC
- Streamlined dual-credit admission processes
- Blackboard upgrade improves accessibility for visually impaired



Overcoming barriers: great actions

SELECTED GRADUATE ACTIONS TAKEN


- Mixed credit enrollment prior to graduate admission
- Centralized application system improves information
- Several programs dropped standardized-test requirement
- Eliminated GRE requirement for MOGO scholarship
- Focused avenues for stackable graduate certificates



Improving pathways

CONTINUED CHALLENGES

- Admission requirements that are not used
- Class and program prerequisites that are not adding value
- Required class closure without an appropriate alternative
- Need to abide by future course offerings plans
- Correlating academic programs with marketplace expectations
- Response time in curricular processes
- Ignoring stated periodicity for courses



“STUDENTS MAY BE ON A GOOD PATH, BUT WILL NOT STAY ON THE PATH WITHOUT GREAT INSTRUCTION TAKING PLACE. IF THEY ARE NOT ENGAGED...IN EVERY CLASS, EVERY DAY...THEY ARE LIKELY TO DROP.”



The call for student success

To create a culture of:



Challenge

Caring

Coaching

Completion



MAKE YOUR MISSOURI STATEMENT[®]

Missouri State
UNIVERSITY

