



## REPORT ON ACTION PLAN FOR 2021-22

2021-22 was a remarkable year for a variety of reasons. Two reasons bear highlighting in this report: (1) COVID-19 and the university’s return to “normal,” and (2) leadership transitions.

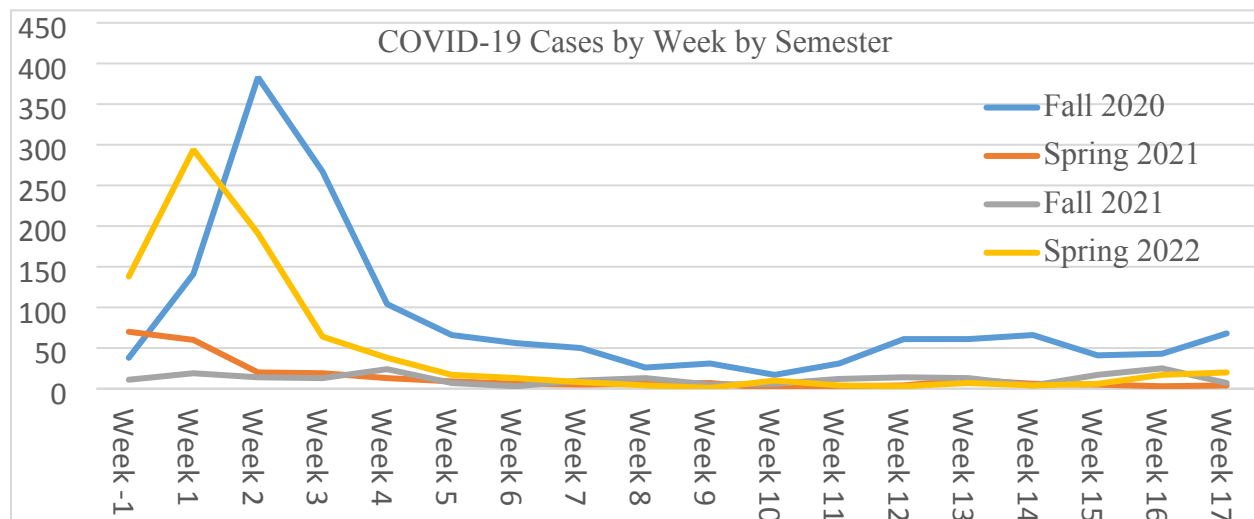
- **COVID-19**

2021-2022 was the second year of the pandemic. The university again focused on remaining open, operating as closely to normal as possible while making adjustments to address health and safety concerns, communicating conditions and decisions broadly, making decisions jointly with other education partners, receiving input from government, industry and health leaders, and making decisions based on data. This goal was achieved.

Similar to 2020-21, before the fall 2021 semester the Board of Governors delegated authority to President Smart to temporarily impose or modify university policies in response to COVID-19. The university maintained a masking policy and other risk mitigation and operations policies similar to those in place last year.

Due to the Delta variant, we started the fall 2021 semester with high COVID-19 case counts and hospitalizations on campus and in the community. These numbers declined throughout the first month of the semester and remained relatively low throughout the remainder of the fall semester.

Due to the Omicron variant, we started the spring 2022 semester with high COVID-19 case counts. We did not see the same increase in hospitalizations that we experienced in the fall because of the nature of the variant. The number of cases declined steadily throughout the first month of the semester and remained relatively low during the remainder of the spring semester.



In February, after case counts declined, the university modified its masking policy to no longer require a mask in almost all facilities on campus. Throughout the semester the university eliminated and modified many of its other temporary COVID-19 policies to restore normal operations on campus.

All remaining university-wide temporary pandemic policies—except the temporary paid leave policy—expired in May. The temporary paid leave policy will expire at the end of June.

- **Leadership Transition**

In December 2021, Dr. Jim Baker (VP for Community and Global Partnerships) announced his retirement effective June 30, 2022. In January 2022, Dr. Frank Einhellig (Provost) also announced his retirement on the same timeline.

Drs. Baker and Einhellig are longtime administrators at MSU, and their loss is beyond significant. In addition to leadership of their units, they have served as reliable advisers to President Smart and could step in to lead the university if President Smart were incapacitated. Their retirements presented a significant need for the addition of administrators with robust leadership qualities.

The university completed a national search and hired Brad Bodenhausen as Vice President for Community and Global Partnerships. Brad has worked at MSU for eight years, serving as Associate Vice President for International Education and Training. He previously served as Executive Vice President at the Springfield Area Chamber of Commerce and was on the staff for U.S. Senator John C. Danforth.

The university modified the Provost position to recast it as an Executive Vice President and Provost role, making it clear that this person would be second to the president and would lead the university if the president were incapacitated.

After finalist interviews were complete, some faculty expressed concerns about someone without a traditional academic background serving in the role. To alleviate these concerns, the university divided the role and made two hires—one permanent and one temporary.

The university hired Zora Mulligan, Missouri's Commissioner of Higher Education, as Executive Vice President. In the public communications surrounding the decision to hire Zora, President Smart and the Board of Governors stated that Zora's ability to lead the university in Clif's absence and her potential to serve as an internal candidate for president upon President Smart's retirement compelled them to seize the opportunity to hire her.

The university also hired Dr. John Jasinski, the current President of Northwest Missouri State University, as interim Provost. The arrangement with Dr. Jasinski is for one year with an option to renew for an additional year.

## 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 collection 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.**

On a college, department, and program level, efforts include marketing campaigns featuring student success stories, career outcomes, and public affairs profiles, moving courses and programs to new times and terms and different delivery modalities to accommodate student needs and desires, hosting various high school groups on campus, centralized and decentralized texting campaigns, immersion experiences, creating new dual credit opportunities directed at recruiting new students after high school graduation, advertisements on OPT, developing partnerships and recruiting events with employers (most notably Amazon) who will fund tuition and fees for their employees, executing new and revised articulation agreements with community colleges, and establishing the Pathways for Paraprofessionals and similar pathways programs.

Centrally, MSU developed a new, user-friendly application for undergraduate admission, streamlined the student online registration and textbook purchasing experiences, and implemented a personalized student portal for prospective and admitted students.

The university also implemented a search engine optimization project that dramatically improved MSU's appearance on key word searches. MSU utilized a variety of strategies to improve webpage speed and reduce webpage bounce rate. The university implemented a chat feature on admissions, financial aid, and transfer websites—a total of 284 webpages. The chat feature was implemented on March 7. Through mid-May, approximately 1,500 individuals have contacted MSU via chat with 7,237 messages received and 11,180 message sent. MSU also geofenced particular events and locations to target specific messages directly to certain groups of prospective students.

MSU developed targeted campaigns for high school counselors and students taking MSU dual credit courses, prospective students who were signed up for some university services (e.g. SOAR) but not others (e.g. housing), and students who previously enrolled but did not reenroll this year.

The university also adjusted its test optional admission and scholarship policies and requirements to make a college education more accessible for prospective students.

The university took strides to enhance the availability and distribution of data that drives academic programs to timely and effectively market to prospective and existing students. The university has developed a series of data dashboards that allow academic and enrollment management units to make data-driven decisions with regard to recruitment and retention.

Admissions also increased communication with academic units on events and recruitment activities.

- **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.**

The university began to implement enhanced assistance for first-generation students using Title III grant funds. Tracking from fall 2021 to spring 2022, MSU had a 1.2% increase in retention of all first time new in college students and 1.4% for first-generation students.

Changes are underway for MTH 103, a math course with a low success rate. Course changes were successfully piloted in fall 2021, and these changes are in the process of being implemented more broadly. Similar work is underway for a biology course with a low success rate.

MSU continued to administer the Bears Care Survey to follow-up with students who indicate that they do not intend to stay at the university or graduate. The university plans to conduct a Mission Diploma 2.0 session this summer.

On a college, department, and program level, efforts include intrusive advising, promotion of student organizations, and connecting students with service learning and other high impact learning experiences.

- **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.**

MSU's scholarship program was reviewed, assessed, and modified. Changes include making the A+ Recognition Scholarship stackable, making freshmen scholarships more available for students who don't start college right after high school or earn college credit after high school, expanding eligibility of transfer scholarships, developing a \$3,500 Transfer Honors Scholarship, making the Missouri State Advantage Scholarship renewable, and establishing the Be a Bear Scholarship at the MSU Foundation to bridge student financial gaps preventing them from graduating.

- **Implement a student loan awareness and overborrowing prevention program and provide financial literacy education and counseling.**

MSU developed financial aid and financial literacy video modules that have been imbedded into the Blackboard shell for GEP sections. 6 videos currently exist, and the university plans to create more. The university also plans to expand the Real LIFE program by hiring a part-time employee with Title III grant funds to focus exclusively on financial literacy topics and communications.

MSU also held a fall loan cancellation drive to encourage students who took loans and received financial aid refunds to cancel a portion of their unneeded loans.

## **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.**

Following extensive advocacy efforts by MSU, the Missouri Coordinating Board of Higher Education changed MSU's CBHE-approved mission designation to include professional doctorates. This change will streamline state approval of new professional doctoral programs.

The state has approved MSU to add the Doctor of Occupational Therapy (OTD) and the Doctor of Psychology (PsyD). The OTD is currently under review by the Higher Learning Commission (HLC), and the university will soon submit the PsyD to HLC for approval.

The university awarded its first Doctor of Defense and Strategic Studies degrees in spring 2022.

Planning discussions for a Doctor of Education proposal are underway.

- **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.**

The university formed a work group to evaluate options for a subscription model. The work group issued a report in May 2022 that is currently under review and will be discussed at the Board Retreat in August.

- **Promote academic programs with a focus on certificates, career education opportunities, new programs, and programs delivered with new modalities.**

Beginning in fall 2021, the university developed webpages and implemented a digital marketing campaign noting the benefits of layering credentials and highlighting specific certificates. MSU also incorporated career education opportunities, new programs, and graduate success stories into its general and program-specific marketing campaigns. Changes to scheduling and modalities were made to many certificate and degree programs to meet the needs of students.

- **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.**

In addition to the new doctoral programs referenced above, the university established a new major in Geography and Sustainability as well as 17 new undergraduate certificate programs and

7 new graduate certificate programs. After numerous discussions with a critical partner, MSU and the partner mutually decided not to pursue a grief certificate.

MSU renamed and rebranded select academic departments to promote the training provided to meet current workforce needs (e.g., the Department of Finance and Risk Management, Department of Chemistry and Biochemistry, Department of World Languages and Cultures, etc.). The university also pursued numerous program accreditations (e.g. NAST, ABET, ACCE, CACREP, and AACSB).

- **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.**

Online offerings and enrollment have settled into a place where they are more robust than prior to the COVID-19 pandemic but less robust than the university experienced in the 2020-21 academic year. Fall 2022 course sections were 51% traditional, 12% blended, 20% online, and 3% web conference. Spring 2022 course sections were 57% traditional, 5% blended, 22% online, and 3% web conference. General education course sections have a higher percentage in traditional format than specialized course sections.

MSU's number of academic degree programs and certificates that can be fully completed online increased in 2021-22. MSU now has 44 degree programs (19 bachelors and 25 graduate) and 42 certificates (8 undergraduate and 34 graduate) available online. One example of a creative new certificate is a four-course certificate program in the College of Education that allows teachers to become a library media specialist.

- **Broaden professional development educational opportunities for faculty and academic support staff.**

This year the university took a broader approach to provide professional development opportunities to support faculty with online and remote teaching, using instructional technology, and supporting other instructional changes and needs after the university's response to the pandemic. This approach included a monthly newsletter, on demand resources, and LinkedIn Learning courses.

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

To promote interdisciplinary approaches, the university moved academic programs and faculty lines in the Deaf and Hard of Hearing program from MCHHS to the College of Education. The Darr College of Agriculture and the College of Business "outsourced" certain communications courses to RCOAL to maximize faculty teaching load efficiency. The university also implemented an interdisciplinary Leadership certificate program, received a six-figure grant award from the U.S. Department of Homeland Security for a collaboration between RCOAL and the College of Business, and established CODERS as an interdisciplinary group to improve career outcomes in rural areas.

MSU also reached an agreement with the Smithsonian Institution's Center for Folklife and Cultural Heritage to develop all programming for the 2023 Smithsonian Folklife Festival. The festival will feature the Ozarks region. Fundraising and planning work for the festival is underway.

### **3. GLOBAL ENGAGEMENT**

- **Continue implementation of the international student recruitment plan.**

MSU enrolled 1,582 international students this spring (881 on the Springfield campus and 701 in China or online abroad). Key variables MSU continues to monitor as it evaluates the future in international student recruitment include:

- Maintaining capacity of the MS in Computer Science program
- New opportunities with seated courses in the MS in Information Technology program
- Uncertainty regarding third-year transfer students from the LNU-MSU College of International Business
- First cohort of 4<sup>th</sup> year students in the dual degree Plant Science program with Southwest University

- **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.**

MSU's Globally Responsive Education and Teaching (GREAT) program continues to promote opportunities for virtual exchange and has awarded a second faculty grant to support international virtual exchange—a partnership with teachers in Morocco.

- **Resume education abroad programming with an emphasis on increased access for African American, Hispanic/Latino/Latinx, first-generation and Pell eligible students.**

The university led four short-term faculty-directed programs over spring break. Nine programs are planned for international travel in May and June. Additionally, 26 MSU students are currently studying abroad on individual year-long or semester-long programs in 11 countries.

- **Expand initiatives to promote interaction among international and domestic students in extracurricular activities, housing, and campus life.**

International students enrolled in two upcoming ILTC cohorts will be housed with domestic students on campus. The university also continued to develop its Global Community LLC in the residence halls, including a student skating event and a Tour the Globe event.

- **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).**

All recently developed international programs have been established through broad collaboration across campus. These efforts include the Global Leaders and Mentors program, the Care and Advocacy Team, the “I Succeed” Center for International Students, the International Friends program, and the international student health insurance plan administered through Magers Health and Wellness Center.

#### **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.**

Initiatives at MSU to improve access, retention, and graduation of underrepresented students include Bear LEAD, Bear POWER, SAAB collaboratives, the MSU/SPS Racial Equity STEM grant proposal, faith-based collaborations such as with the Missouri Missionary Baptist State Convention, non-profit collaborations such as with Ujima, United Community Change, and NAACP, the Student Leadership Diversity Initiative, the Post-Secondary Equity Network, the Springfield Education Network, the Latino Leadership Institute, joining the Age-Friendly University Global Network, and various efforts to celebrate diversity on campus through heritage month activities and otherwise.

Efforts to provide individualized support for students in need include new agreements with access organizations (KIPP St. Louis, Big Brothers Big Sisters of Mid-Missouri, Missionary Baptist Church, etc.), a campus food pantry, the Grow-Your-Own initiative with SPS, the StreamlinED program offering students affordable and accessible access to course materials, expansion of the Counseling Center, drop-in appointments in the Career Center designated for multicultural students, Tuesday Talks in the Multicultural Resource Center, campus visit days targeted specifically for first generations students, proactive registration campaigns for diverse students, multicultural graduation receptions, the Belong-B-Que, the Student Diversity in Leadership Institute, and multicultural networking opportunities.

MSU hired a new director and assistant director for Multicultural Programs.

- **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.**



The university made strong use of the diversity hiring program. Eight diverse faculty were on a cost-sharing plan through the program in 2021-22, and a new diverse faculty member is set to start through the program next year.

MSU expanded the Bear Bridge faculty mentoring program with 80 new faculty members, 60 mentors, and an awards recognition program.

Work is underway to include community and DEI work in faculty tenure and promotions and administrative assessments.

The university also began the process of tracking retention of employees in underrepresented groups.

- **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.**

A plan to expand Bear POWER to a four-year program is currently under review. Efforts are also underway to expand internship opportunities for Bear POWER students. The university also experienced continued success in 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.**

The university's efforts to enhance DEI on campus and in the community include continuing the United Academy for Inclusion and Belonging, diversity development sessions for Waynesville Public Schools, continuing the Facing Racism Institute, participation with the Mayor's Equity and Equality Initiative, Multicultural Business Association collaborations, collaboration with Diversity Talent HUB, participation with the Public Entities Diversity Committee, collaboration with Hispanic Promise, and an interprofessional research collaboration on global perspectives to highlight women researchers.

## **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.).**

The university successfully partnered with the Springfield Daily Citizen (SDC). SDC is located on campus and has successfully begun its operations and distribution.

The university also partnered with employers in the community, such as Bass Pro, Amazon, and the Missouri Association of Manufacturers, to provide training and education to meet their workforce needs. MSU also implemented plans to make graduate assistantships available for community and employer partners in the community.

The university continued to expand its academic agreements to strengthen transfer opportunities for students. Articulations were reached with Jefferson College, North Arkansas College, and East Central College.

MSU continued to work with over 150 community partners as key stakeholders working to address issues in our community through service learning and student volunteer opportunities. In 2021-22, five new community partnerships were developed for both shared Graduate Assistants and service-learning students.

Missouri State also received a \$300,000 AmeriCorps grant to fund 23 volunteers to assist with food insecurity services for students, faculty, and staff and to provide free vision screenings to children, youth, and families throughout central and southwest Missouri.

MSU also partnered with the Missouri Department of Social Services to locate personnel on campus to assist with enrolling students, faculty, and staff in public benefits. This will supplement the work done by AmeriCorps and the Bear Pantry to meet the needs of the neediest members of our campus community.

Missouri State received and implemented a \$4 million grant to fund the CODERS project that will work with rural schools and students to improve computer science, physical science, and literacy for STEM career outcomes in rural areas. MSU is currently working with 18 school districts and 40 teachers, and has a full data set on over 1,000 students who have participated in the first year of the project.

- **Centralize internship development, marketing, and promotion to match students with organizations and businesses in the community.**

The university formed a work group to evaluate options to consolidate, centralize, and streamline efforts undertaken throughout campus on internships and student work opportunities. The work group issued a report in December 2021 that will be discussed at the Board Retreat in August.

Some recommendations from the work group have already been implemented, most notably efforts to improve communication sharing across the Career Center, Student Employment Services office, IDEA Commons, and academic units.

- **Develop opportunities to connect faculty, staff, and students across campus to the university's economic development resources and community partnership work.**

Staff in MSU's economic development operations were actively engaged with the work groups that evaluated student work opportunities, employer partnerships, and subscription models. JVIC, the efactory, and related units also expanded their work to pair business clients with academic departments for course projects on feasibility studies, process improvement, merchandising, advertising, accounting, and human resources. Discussions continued on

expanding collaboration with the College of Business, establishing a MSU Fab Lab, developing a business training program with the College of Arts and Letters, and partnering with academic units on a Smithsonian exhibit.

738 sections of academic coursework have at least one assignment connected to a community partner.

- **Develop and implement strategies to recruit and support teachers in rural schools and reestablish community learning centers in rural communities.**

MSU joined a partnership with the Rural Schools Collaborative and the Community Foundation of the Ozarks on the Rural Initiative (funded by the Gates Foundation). The university led a year-long rural teacher caucus from which we developed an education policy playbook that will be shared at the state and national level.

Through the CODERS project (referenced above), the university also recruited over 40 teachers in 18 school districts and impacted over 1,000 students in year one.

- **Establish the Missouri Cybersecurity Center of Excellence in IDEA Commons.**

Designs are being finalized to house the MCCoE on the first floor of the Brewer Science Innovation Annex (the JVIC Expansion). The MCCoE has hired part-time staff, acquired startup equipment, and is utilizing temporary office space in JVIC. The university has worked with MCCoE to include them in the Innovate SOMO program and to solicit funding for the MCCoE through grant opportunities.

- **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.**

Successes in the past year include:

- Increased capacity of coworking
- Hosted an additional strand of SPS's GO CAPS program (manufacturing/engineering)
- Added a new efactory corporate partner and two new JVIC corporate affiliates, with two more corporate affiliates anticipated to be added soon
- Launched Supercharge SWMO and Innovate SOMO with MTC MOBEC grants
- Revamped non-credit training certificate, non-certificate, and customized training programs
- Completed Brewer Science Innovation Annex and began design work on a JVIC braider facility

The impact of MSU's economic development operations continues to grow.

- Business Clients Served 2,579
- Jobs Created 1,106

- Total Capital & Equity - Clients	\$55,223,481
- Businesses Graduated	32
- Coworking - New Members	170
- Students Impacted	1,553
- Research, Grants and Op. Capital	\$34,324,940
- Professional Training Events	632
- Training Participants	8,632

## 6. INFRASTRUCTURE AND FUNDING

- **Continue to raise private funds through the Onward Upward campaign.**

The Onward Upward campaign is on track to meet its \$250 million goal within the target timeline. Planning is underway for a celebratory conclusion to the campaign at homecoming 2022.

- **Manage HEERF and other COVID relief and stimulus allocations to the university.**

All COVID-related state and federal funds allocated to MSU’s Springfield campus have been drawn down. Nearly all such funds allocated to the West Plains campus have been drawn down, and plans are in place to draw down the remaining funds.

- **Maintain external funding at \$55 million or more annually through private support, grants, and sponsored contracts.**

Fiscal year	Foundation	Grants	Total
2013	\$16,657,888	\$20,188,675	<b>\$36,846,563</b>
2014	\$18,377,965	\$21,948,926	<b>\$40,326,891</b>
2015	\$19,206,438	\$19,021,365	<b>\$38,227,803</b>
2016	\$18,010,206	\$24,791,365	<b>\$42,801,571</b>
2017	\$19,515,898	\$20,584,404	<b>\$40,100,302</b>
2018	\$21,534,074	\$26,051,086	<b>\$47,585,160</b>
2019	\$20,083,060	\$32,802,989	<b>\$52,886,049</b>
2020	\$22,663,988	\$29,716,444*	<b>\$52,380,432</b>
2021	\$25,845,845	\$35,982,627*	<b>\$61,828,472</b>
2022			

\*Does not include federal COVID-19 relief funding received through the CARES Act, CRRSA Act, or ARP Act.

- **Prioritize employee compensation in the university’s budgeting process.**

The FY2023 budget includes a \$15 minimum wage, 4% across-the-board raise, and a \$1,000 one-time retention payment for full-time employees. Some units—most notably, Administrative Services—addressed compression concerns by eliminating or gapping positions to free up the resources necessary to provide equity adjustments for other positions.

- **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.**

The university had great success in advocating for county, state, and federal investment this year. Successes include:

- A 5.4% operating appropriation increase, resulting in more than \$100 million in annual operating appropriations for MSU for the first time in the university’s history
- \$56 million in federal capital appropriations, including:
  - o \$50 million for the renovation of and addition to Temple Hall.
  - o \$3 million for a faculty endowment in health and life sciences on the Springfield campus.
  - o \$2.5 million for a hospital simulation lab on the West Plains campus.
  - o \$525,000 for equipment and technology upgrades to support STEM research and teaching on the West Plains campus
- \$41 million in state capital appropriations, including:
  - o \$30 million for the Temple Hall project.
  - o \$2.55 million for the JVIC braider project.
  - o \$1.25 million for the hospital simulation training lab in West Plains.
  - o \$7.5 million for a facility to house the ASCEND Program in West Plains.
- \$1,455,000 from Greene County to partially fund the construction of a braider facility at JVIC

MSU also managed reserve funds and bonding opportunities to allow the university to pay down \$10 million in auxiliary bonds (which will reduce bond payments by more than \$1.1 million), be well positioned to take advantage of the Federal reserve interest rate increases for university investments, and pay for the \$1,000 one-time retention payment for full-time employees with reserve funds—all while increasing the amount of total reserves held by the university.

- **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.**

Construction of the Multicultural Resource Center, the Darr Ag Academy, renovations to Kampeter Hall, the John Goodman Amphitheatre, the Grand Street Underpass, and the new residence hall are completed or soon will be completed. Expansion of the Roy Blunt Jordan Valley Innovation Center is under construction, with construction to soon begin for another JVIC facility to house commercial braider equipment. The renovation of and addition to Temple Hall are currently being designed, with a groundbreaking anticipated in late 2022. Preliminary planning processes are underway for renovation of and an addition to Cheek Hall.

- **Manage and enhance the university’s computer services, networking, telecommunications, and information security infrastructure, services, and training.**

Efforts and enhancements include:

- A new virtual server, uninterruptable power supply, and enhanced physical security for the Cheek Hall data center
- Developed technology support for the early alert student intervention system
- Upgraded MSU’s AVAYA phone system to support mobile and softphone applications
- Maintained appropriate on-hand inventory of laptops and other equipment to facilitate efficient delivery and consistency
- Purchased new PCs and monitors for 365 classrooms
- Online Help Desk enhancements to improve online support tickets, server inventory, and PC asset management functionality
- Installed new network infrastructure and access points
- Upgraded video surveillance software and installed new surveillance cameras
- Improved cybersecurity with:
  - o Upgraded Microsoft 365 licenses that include new security tools
  - o Multi-factor authentication for faculty, staff, and students
  - o New firewalls and added network segmentation
  - o Updated server operating systems and database versions
  - o Updated distributed server inventory system and policies
  - o Simulated phishing campaigns

Relevant information technology metrics include:

- Active Network Connections: 19,492
- Managed network devices: 3,193
- Concurrent wireless users: 12,000
- Internet connection: 6 gig of 10 gig used on average last 30 days
- Active phone numbers: 4,879
- Video surveillance cameras: 736 (28% under warranty)
- Electronic door access: 364 doors
- 40 electronic fax numbers now in use

## 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.**

Missouri State athletics was second in the All-Sports trophy standings. Men’s soccer won the conference and played in the NCAA Tournament. Baseball won the conference and played in the NCAA Tournament. Football finished second in the conference and played in the NCAA Playoffs. Women’s basketball finished second in the conference and played in the NCAA Tournament. Men’s basketball finished second in the conference and played in the NIT. Volleyball finished seventh in the conference.

- **Maintain a balanced budget, increase revenues (ticket sales, fundraising, licensing and corporate sponsorships), and increase the number of concerts and performing arts events.**

Despite flat athletic ticket revenues, athletics maintained a balanced budget. The number of concerts and performing arts events roared back with performances by Brooks and Dunn, Chicago, Reba McEntire, Luke Combs, Luke Bryan, and Hank Williams Jr., and Broadway productions such as Cats, Fiddler on the Roof, and Beautiful.

- **Encourage student-athletes and athletics staff to receive the COVID-19 vaccine with a target vaccination rate of 85%.**

86% of student athletes and athletics staff received the COVID-19 vaccination.

- **Comply with all NCAA rules with no significant violations and implement NCAA and conference name, image, and likeness requirements.**

MSU did not have any significant violations of NCAA rules. The university also successfully implemented 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.**

The APR was discontinued by the NCAA this year due to COVID-19 and complications created by the transfer portal. The university's grade-point average in all sports was 3.153. The university's Graduation Success Rate was 89%—MSU's highest ever.

- **Continue to implement the BearsUnite diversity, equity, and inclusion program.**

The BearsUnite diversity, equity, and inclusion program continued to be implemented as planned.

- **Secure a new naming for the arena.**

The MSU Foundation received a \$5.5 million contribution from Great Southern Bank, and the Board of Governors voted to rename the facility the Great Southern Bank arena.

- **Create an athletics master plan for facilities.**

In lieu of a complete master plan, the university retained an architect to develop a more specific plan for a new facility in the south endzone of Plaster Stadium and related changes to Forsythe Athletics Center. The university also awarded a contract to construct a throwing area for track and field in collaboration with Springfield Public Schools.

## 8. WEST PLAINS

- **Develop long-range plan and campus master plan.**

Campus personnel have worked throughout the year to develop a long-range plan for years 2022-2027. The process has included not only faculty, staff and students, but also community leaders and supporters. The plan, now in draft form, will be presented to the Board of Governors for their approval at the June board meeting in West Plains. In addition to the long-range plan, a new campus master plan will also be presented to the Board of Governors. This plan, developed through a series of meetings with faculty, staff, students and administration on the West Plains campus, was developed by the University's Office of Planning, Design, and Construction.

- **Implement the first year of the SEM plan to increase enrollment through recruitment and retention strategies.**

Following Board of Governors approval of the West Plains campus' SEM plan in August 2021, campus personnel have utilized the plan to strategize recruitment efforts and to enhance and expand retention initiatives and processes. While data are yet to be gathered for the plan's first year, early indications show improvement in the retention rate over the previous cohort rate. While still very early in the West Plains enrollment cycle for Fall 2022, applications and admission by new students is running ahead of last year's figures at this point.

- **Plan, design, and construct the Broadway Building welding lab and the Looney Hall nursing lecture hall addition/expansion.**

Both the Broadway Building welding lab – now called the Terry L. “Bo” Pace Industrial Science Center – and the Looney Hall nursing lecture facility addition are under construction. Weather and supply delays have put both projects behind schedule, with completion dates now anticipated in late summer or early fall.

- **Complete development and begin implementation of the autism student high school-to-college transition program.**

In March, West Plains campus personnel, aided by a steering committee of individuals from the community as well as the campus, launched the ASCEND program for autistic students transitioning from high school or post-high school work to the college environment. A full-time director for the program has been hired, operating policies and processes finalized, key points of information regarding the program have been publicized and placed on the website, and an initial site for the program identified and is being developed for use this fall. Recruitment has also begun, and our first student has been enrolled. The initial cohort this fall will total no more than ten students.

- **Continue DEI initiatives on campus.**

The campus continues to develop an ongoing approach to DEI issues with initiatives centered primarily around our students. With first generation students making up a large portion of our



student body, engagement and retention efforts often focus on their needs and issues. This year, the consortium Title III grant has provided funding to increase those efforts. Other key DEI initiatives this year included an ice cream social mixer in the fall for students, faculty, staff, and invited community members; a Tough Talks session by Dr. Lyle Foster on “What Will History Say About Us?”; and the long-awaited completion of the Diversity Commons between Melton Hall and Hass-Darr Hall, which was followed by a student-led event featuring several international students presenting information about their home countries to an audience of campus and community members.

- **Monitor adjusted operations of the residence hall and college bookstore auxiliaries and plan sustainable paths forward for each.**

Following the administration-requested report by Internal Audit in June 2021 concerning the residence halls and college bookstore auxiliaries, campus personnel have made some key changes in those operations. For the college bookstore, these changes include standardizing the packaging of e-books and e-materials for students, reducing excess inventory, working with the coaching staff to bundle student-athlete book purchases/buybacks, making foodstuffs from dining services for purchase at the store, and trimming part-time personnel costs.

Administration continues to work with the owners of the Grizzly Lofts concerning the overall management of the privately-owned facility which the West Plains campus manages. With the lifting of pandemic-related limitations at area schools, recruitment efforts have increased, including a renewed marketing of both the Grizzly Lofts as well as for the campus’ own Grizzly House. Private negotiations continue concerning the future relationship between the Grizzly Lofts owners and the university.

- **Manage HEERF and other COVID relief and stimulus allocations to the university.**

See 6 above.

In conjunction with the Office of Financial Services on the Springfield campus, the West Plains campus has utilized the maximum amount of funding available to the campus from state and federal COVID-related programs. Use of the funds have been in accordance with program guidelines and requirements as guided by BKD.

- **Research, assess, and determine whether to develop a plan for additional sports teams at the NJCAA Division II or III level(s).**

Over the past year, campus personnel have developed a framework for additional sports at the West Plains campus. This framework focuses on meeting Title IX compliance for gender balance, increasing enrollment through regional student-athlete recruitment, and subsequently increasing total revenue through enrollment growth. To meet those points, administration first worked with the General Counsel’s office in Fall 2021 to determine what sports should/could be added to meet the Title IX gender-balance for all sports on the West Plains campus. As a result, the decision was made to add a women’s softball team (20-25 students) and a mixed-gender E-

sports team, which will bring the campus at or near Title IX compliance when added to the existing women's volleyball and men's basketball team numbers.

The new women's softball team will play in the NJCAA Division II rather than in Division I as the women's volleyball and men's basketball teams play currently. Having the softball team play in Division II allows the campus to limit scholarship costs. The E-sports team will play under the NJCAA, but teams are not assigned to divisions.

Recruitment for both new teams is currently underway. A full-time coach has been hired for softball, while a current full-time faculty member is coaching the E-sports team. Both coaches anticipate a full roster for Fall 2022 competition.

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

Offices on both campuses continue to find new ways to coordinate operations and cooperate in new ways that benefit students and operations across the university. Of note this year has been the closer working relationship between university advancement, financial services, design and construction, information technology, the general counsel's office, and the Provost's office.