Board of Governors Meeting, October 28, 2022
# Update on Transformation Plan: John Jasinski and Zora Mulligan

Missouri State University's Transformation Plan will develop over the 2022-2023 and 2023-2024 academic years. In 2022-2023, the plan focuses on preparing the university to meet two critical challenges: (1) the need for academic agility to ensure long-term institutional success and (2) the need to return to a trend of positive enrollment growth.

Interim Provost John Jasinski and Executive Vice President Zora Mulligan are partnering to lead development of the plan, and they are doing so in consultation with two steering teams and other groups throughout the campus community. This update summarizes their work to date.

Academic Affairs Continuous Agility Process (CAP) + Work Streams and Approaches for 2022-23

1) **What is CAP and what will it address?**
A systematic and ongoing process to keep academic affairs fresh, relevant, and market-savvy. As part of a learning and growing organization, the process is designed to be continuous and agile as work streams can be inserted into the system in both an as needed and cyclical nature. The 2022-23 CAP addresses five work streams as found in Fig. 1. They are intertwined and parallel in nature. They also link to the work of the Enrollment Steering Team and align with long-range plan themes.

Fig. 1: Academic Affairs CAP Work Streams for 2022-23
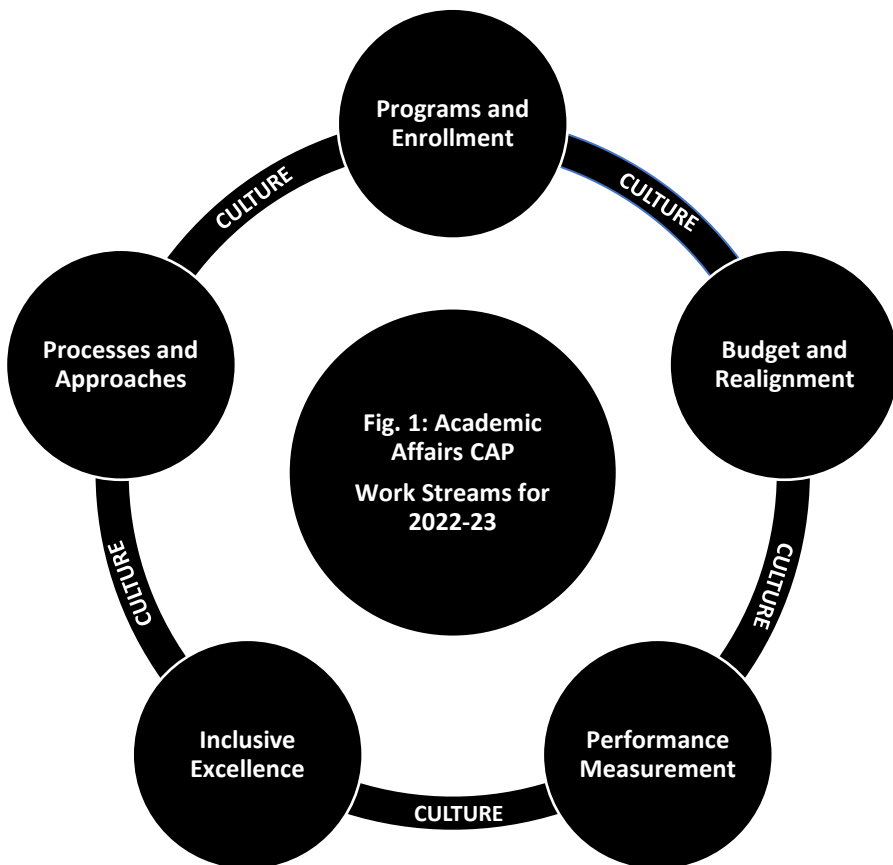
2) **Why CAP and why now?**
President Smart has called for the modernization of academic affairs. Combined with decreasing head count and student credit hours over time and a fast-changing and uber-competitive market and sector, we have an opportunity to inject a **system** of continuous improvement and agility while we are in a position of strength.

3) **Who is involved in the 2022-23 Academic Affairs CAP?**
The Academic Disruptors Steering Team (ADST) is the oversight body for this academic year. Its charge includes, in the short-run, providing oversight in adjusting/aligning academic administration, addressing academic program assessments, producing a balanced budget with cuts and reinvestments, realigning to improve and synergize – and fixing some less-than-optimal processes. In the medium-term, it will provide oversight in further addressing academic programs and processes. The Deans' Team will be key actors, and various other stakeholders will be involved and/or kept updated along the way.

4) What are the ADST's guiding principles?
See Fig. 2.

Fig. 2: Academic Affairs Disruptors Steering Team Guiding Principles
→ Continuous agility based on organization needs and future viability – and includes "ways of doing things" and some "stop doing" things
→ Student learning/student success at the forefront
→ Focus on both academic administration and colleges/departments
→ Decisions that address today and tomorrow's academic marketplace + being data-informed, where possible
→ Be clear on the tough nature of the task at hand – but know it is an imperative and can be done in a timely and graceful manner
→ From President Smart: Decide with speed and conviction, adapt proactively, engage for impact, deliver reliably

5) What are the base phases for the five work streams?
Assess, design, and execute + delineation of Responsible, Accountable, Consulted, Informed (RACI)

6) What is the intended 2022-23 Academic Affairs CAP output?
By ~May 2023, through five work streams, we will produce 11 outputs as found in Fig. 3. Note: Outputs are in varying stages of assessment/design/execution, currently (work is in progress). A continuous analysis will be on "stop doing" activities as well.

Fig. 3: CAP Work Streams and Outputs for 2022-23

Work Stream 1: Programs and Enrollment

→ Output 1: Academic Program Mix
→ Output 2: Enrollment Growth

Work Stream 2: Budget and Alignment

→ Output 1: Academic Affairs Budget
→ Output 2: Academic Affairs Realignment

Work Stream 3: Performance Measurement

→ Output 1: Academic Department Annual Review Metrics
→ Output 2: Academic Performance System (APS)

Work Stream 4: Inclusive Excellence

→ Output 1: Inclusive Excellence Scorecard

Work Stream 5: Processes and Approaches

→ Output 1: Selected Academic Affairs Processes
(Initially: Curricular Workflow Process, Academic Hiring Process, Faculty Equity Adjustment Process, Online Definitions and Coding Process, Academic Awards and Events Model)
→ Output 2: Academic Affairs Committee System
→ Output 3: Academic Affairs Policy Library
→ Output 4: Provost's Office Rhythm of the Year

7) **What is not addressed out front in the 2022-23 work streams, but will/should/could be in the medium- and longer-terms?**
A great deal. The value of the CAP process is that items can be plug and play in nature depending on progress, timing, needs, etc. The following are examples. They are neither all-encompassing nor mapped in to a specific workstream, presently; some may occur outside the process and/or be addressed in 2023 and beyond.

- Academic plan (inputs to Long-Range Plan)
- Academic budget model (including cost center model, incentives)
- Alternative revenue generation
- Holistic academic efficiency model
- General Ed
- Research
- Student experience mapping (experiences, barriers, etc.)
- Faculty recruitment, retention, engagement, mentoring, titling
- Academic leadership onboarding and development
- Academic technology (course delivery models/instructional design; digitization of administrative processes, etc.)
- Academic space management
- Academic nomenclature
- Academic calendar flexibility and 12/365
- Academic administrative assistant system (onboarding, training, manuals, etc.)
- Academic promotion/advocacy

Driving Enrollment Growth

Enrollment is a critical, immediate priority that must be addressed through a series of initiatives related to admissions, scholarships, employer partnerships, and student success. The culture around recruitment and retention is also a long-term issue that requires system-level transformation.

Acting with Urgency

The data included in the Fall 2022 Key Performance Indicators Update illustrate the importance of developing new enrollment strategies for immediate implementation. Members of the Enrollment Steering Team have already taken significant actions that will drive enrollment growth, including identifying critical student segments, setting goals for recruitment of students in each segment, and developing strategies to increase enrollment. The attached overview of 2022-2023 Strategic Enrollment Initiatives outlines the approach the University will take to recruiting each segment as well as goals for each segment. The document will be updated to include student success initiatives as the steering team's plans continue to develop.

Among the most significant early actions on enrollment are the decisions to establish the MoState Access scholarship, a Pell Grant gap-filler award aimed at recruiting students from Springfield and the Ozarks region; hire new enrollment management consultants; and update the University's strategy for name-buying. Provost Jasinski and Executive Vice President Mulligan also worked with deans to identify opportunities to support individual colleges' recruiting efforts, including bringing more high school and community college students to campus for focused visits, hosting high school agriculture teachers at summer workshops, investing in better tools to recruit graduate students, and developing relationships to establish a new market for international students in eastern India.

The steering team is also developing strategies to increase student retention. Continuing students comprise a significant portion of the overall student body. Retaining these students and supporting them through graduation is essential to maintaining robust enrollment, as well as to providing the value students expect when they choose Missouri State University.

The steering team is identifying actions that can be taken this fall, next spring, and over the summer to increase retention. In the short-term, faculty and staff will increase communication with students, especially those who do not register for spring classes and those whose grades indicate they may need additional assistance. Communications will also emphasize the importance of earning at least 30 credit hours each year to stay on track for four-year graduation. In the intermediate term, the steering team and others on campus will consider bigger changes such as requiring students to complete degree plans by the end of their first semester and declare a major by the time they have completed 45 credit hours, and changing the steps students must take to drop classes or withdraw from all classes.

Finally, the steering team will consider opportunities to strengthen the University's advising model beginning in November. That review will include looking at data about the models currently in place as well as at comparable institutions that have increased student success through advising.

System-Level Changes

Although the actions described above are necessary to address immediate enrollment challenges, more systemic changes are also needed to ensure that all members of the campus community understand the role they play in recruitment and retention and, therefore, in the University's long-term financial health. Those changes fall into four broad categories:

1) ***Developing a culture of successful execution and continuous improvement***. The Enrollment Steering Team is not simply doing new things – they are doing things in new ways. Each priority is backed by a plan that has clear goals, milestones, and accountabilities. Team members will track progress toward implementation and report out on results. When needed, they will adjust their plans to get back on track. The discipline associated with this work will have a long-term impact that will increase the University's ability to successfully implement plans across campus.

2) ***Getting the structure right***. University leaders have begun the challenging process of making decisions about organizational structure that enhance the institution's ability to meet its annual and long-term goals. Examples include making Enrollment Services a direct report to the Executive Vice President, which is a clear indication of the importance of that group's work and of working with the Provost and Academic Leadership Council, and reassigning lines to staff a team that will carry out the Long Range Plan directive that "community demands, workforce trends and opportunities to share resources will fuel intentional partnerships across academic and industry platforms." Under the new model, MSU efactory will take on an expanded role and serve as the "front door" of the university for employers. The efactory will implement an account manager system for employer outreach and develop a matchmaking/liaison process for internal communication with academic colleges, departments, and other administrative units.

   The Employer Partnerships group is currently streamlining internal operations and communications so responsibilities for employer responsiveness are clear when the employer partnerships initiative is publicly introduced. In particular, the work being done now involves consolidation of non-credit training and professional development programs into the efactory, and consolidation/coordination of the current employer relations functions of Career Center, Student Employment Services, Outreach, and the efactory.

   The initiative will become more outward facing in the first quarter of 2023 with an aggressive employer outreach schedule and the introduction of a centralized landing page for employers on the MSU website. The strategic will be based on the tenets of collaboration, responsiveness, and adaptability. Employer outreach will feature a "menu" of MSU academic program offerings/options and adjust or expand those offerings as necessary in response to employer needs and perceived benefit.

3) ***Making decisions that align with our priorities***. Finally, and most crucially, the priorities of the Enrollment Steering Team will be reflected in the Academic Affairs Continuous Agility Process and the ongoing buildout of the Employer Partnerships team. CAP work streams related to programs and enrollment, budget and alignment, performance measurement, and inclusive excellence will culminate in decisions that reflect the importance of priorities including enrollment and student success. These executive-level decisions will create incentives that impact decisions at the college, department, and individual levels.

Attachment: 2022-2023 Strategic Enrollment Initiatives