

# Midwestern State University Strategic Plan 2017-2022

## Building Bridges To A Vibrant Future

### August 4, 2017

#### Strategic Initiative 1. PROMOTE A STRONG UNIVERSITY COMMUNITY

**Strategy 1A.** Attract, retain, and reward faculty and staff who expect and extend an environment of the highest quality. Encourage all faculty and staff to actively engage students in inquiry, research, creative, athletic, service, and artistic endeavors. Support faculty's dedication to excellent teaching and scholarly activity.

**Tactic 1.** Ensure that by 2019 tenure and promotion guidelines for faculty and performance review guidelines for staff align with university strategic initiatives. *Potential measure(s): Number or percentage increase in references or policies/procedures within guidelines and evaluation criteria.*

**Tactic 2.** Improve existing opportunities and make new opportunities for professional development of faculty and staff focused on excellent teaching and scholarly activity by increasing funding for such opportunities by 10 percent per year and ensuring a more equitable distribution by 2020. *Potential measure(s): Number or percentage increase in participation rates, funding availability, and scope development opportunities.*

**Strategy 1B.** Create a vibrant workplace that encourages diversity, values the opinions of community stakeholders, creates strong and effective governance systems, and recognizes the outstanding work of individuals and departments.

**Tactic 1.** Develop policy and procedures related to hiring, promotions, compensation, and educational experiences for students, faculty, and staff that encourage diversity.

**Tactic 2.** Improve existing governance systems, especially shared governance between and among faculty, staff, students, and administrators. *Potential measures: increase in the number or percentage of positive responses in survey feedback.*

**Strategy 1C.** Be a first-choice employer with competitive compensation and an environment that welcomes and rewards employees' passion for their work in and out of the classroom. Invest in the MSU family.

**Tactic 1.** Faculty: Bring faculty compensation to at least the average of CUPA data; Staff: Bring current staff salaries to an average of seven percent above market minimum and provide parity pay based on years of service.

**Tactic 2.** Ensure that annual faculty salary increases be merit based in accordance with University policy and state law. Develop policy and procedures that relate compensation with work quality for faculty and staff by 2018.

**Strategy 1D.** Establish clearly the mission of the university and develop a comprehensive marketing and branding program that effectively translates that to the expanded region.

**Tactic 1.** Nourish a university culture that enables every employee to be an ambassador of the university. *Potential measure(s): Number or percentage increase of documents/resources available and program/presentation content at new employee orientation.*

**Tactic 2.** Integrate the mission statement of the university into all subordinate goals and action plans; and periodically reinforce faculty and staff understanding of our mission.

**Strategy 1E.** Create benchmarks and measurements reflective of MSU's goal to be among the best Council of Public Liberal Arts Colleges (COPLAC). Be good stewards of our public liberal arts mission.

**Tactic 1.** Promote the liberal arts mission and practical applications of a liberal arts education to MSU and the community at large to ensure that stakeholders understand the liberal arts concept and demonstrate commitment to it. *Potential measure(s): Number or percentage increase in the articles, presentations, social media posts throughout campus/department programming.*

**Tactic 2.** Align benchmarks with COPLAC membership ideals. *Potential measure(s): Number or percentage increase in documented college/departmental goals related to COPLAC concentrations (i.e., active learning, liberal arts, co-curricular programming, civic engagement, diversity, etc.).*

## **Strategic Initiative 2. AGGRESSIVELY PURSUE NEW STUDENT POPULATIONS**

**Strategy 2A.** Build upon our well-established reputation for students seeking a full-time, residential, liberal arts experience.

**Tactic 1.** Increase the university marketing budget annually by up to 10% for the next five years as possible.

**Tactic 2.** Upgrade by 2019 the university's website and branding such that they are viewed by prospective students and other external stakeholders as the most appealing and effective in the state of Texas.

**Strategy 2B.** Offer academic programs and degrees in multiple locations.

**Tactic 1.** By 2018, build the infrastructure (manpower, delivery platforms, and differentiated field experiences) in collaboration with community partners to build and sustain academic programs in multiple locations.

**Tactic 2.** By 2018, complete a feasibility study to determine the need and marketability of offering terminal degrees (i.e. Doctorate of Nursing Practice (DNP), Educational Leadership (Ed.D) and Radiologic Science) at MSU.

**Strategy 2C.** Actively market adult completion online and hybrid programs in multiple locations.

**Tactic 1.** By 2019 increase by 50% the number of programs, courses, and sections that can be accessed online to ensure the attractiveness and availability of courses for working adults.

**Tactic 2.** Create by 2018 a 100% online student fee schedule appropriate for the facilities and technology used for delivery of all online programming.

**Strategy 2D.** Maintain a welcoming environment for all. Reflect and serve the diverse Texas college-going population.

**Tactic 1.** Create by 2020 a two-week bridge program in the summer timeframe to orient first generation college students to the joys, rigors, and responsibilities of college life.

**Tactic 2.** Increase by 2020 the number of bilingual counselors in the admissions, financial aid, and student orientation offices by two and ensure appropriate sections of distributed material and the website have Spanish versions.

**Strategy 2E.** Add 2,000 new students by the fall 2022 semester.

**Tactic 1.** Increase by 2020 the number of Freshman, Undergraduate Transfer, and Graduate Admitted Students by 20% over the 2016 baseline.

**Tactic 2.** Increase the Freshman, Undergraduate Transfer, and Graduate Students Yield Rate (percentage of admitted students that subsequently enroll) by 4% over the 2016 baseline by 2020.

### **Strategic Initiative 3. CREATE A DESTINATION RESIDENTIAL UNIVERSITY.**

**Strategy 3A.** Increase recreational, cultural, and leadership opportunities for students of all cultural backgrounds.

**Tactic 1.** Create leadership programming that is inclusive of students across cultural, academic, and socioeconomic backgrounds.

**Tactic 2.** Develop more inclusive and diverse recreational sports programs and activities.

**Tactic 3.** Develop programs that celebrate and educate students of different cultural backgrounds.

**Strategy 3B.** Provide a strong student support system to ensure that students remain in school, are actively engaged in campus life and service, and graduate.

**Tactic 1.** Expand the Academic Success Center into a student advising and mentoring center providing centralized campus tutoring, increased supplemental instruction and advising, and a one-stop approach to student services.

**Tactic 2.** Develop and implement a signature first-year experience that emphasizes the liberal arts mission and MSU's undergraduate research initiative.

**Strategy 3C.** Create appealing global learning opportunities at home and abroad.

**Tactic 1.** Double the percentage of annual participation in MSU study abroad programming from 2% to 4% by 2021.

**Tactic 2.** Add 25% to the annual study abroad programming budget for MSU study abroad programming by 2021.

**Strategy 3D.** Deliver education in modes that meet students' needs and expectations while maintaining affordability. Embrace current technological trends in administration, classrooms, and laboratories, and develop a funding plan to meet these needs.

**Tactic 1.** Provide a minimum of one section of each core course online once per year by 2021.

**Tactic 2.** Develop University-wide protocol for the use of technology for on-campus by ensuring a minimum classroom workstation. Moreover, plans will be made to bring all workstations not meeting the minimum standard to standard beginning in 2019, with 20% of the initially deficient classroom workstations upgraded each year as possible.

**Strategy 3E.** Provide a campus that is not only considered to be the most beautiful in Texas but is also safe, readily accessible, and easy to use. Employ technology and digital media outreach to enhance undergraduate and graduate enrollment.

**Tactic 1.** Develop and commit to a campus beautification and safety master plan by 2020.

**Tactic 2.** Increase the university's technology and digital media outreach for students on campus as well as for potential students and community stakeholders.

#### **Strategic Initiative 4. STIMULATE A CULTURE OF ENGAGEMENT.**

**Strategy 4A.** Support the Wichita Falls community by providing an educated workforce, stimulating economic development, and serving as a leader in shaping the city's future.

**Tactic 1.** Increase six-year graduation rates for the fall 2018 cohort by 2%, the fall 2020 cohort by 4%, and the fall 2022 cohort by 6%. (Baseline of fall 2010 cohort is 42.4%)

**Tactic 2.** Work with Wichita Falls Chamber of Commerce and Industry to increase MSU student personal and professional involvement in the community through increased participation in for-credit internships by 5% by 2020. (Use 2017 baseline)

**Strategy 4B.** Support Sheppard Air Force Base (SAFB) and improve outreach to and articulation agreements with community colleges.

**Tactic 1.** Beginning in 2017 strengthen the relationship between MSU and the 82nd Training Wing and 80th Flying Training Wing commanders and their staffs to determine the educational needs of SAFB personnel and how MSU could address these needs.

**Tactic 2.** Increase articulation agreements by adding three to five agreements with area community colleges by 2020.

**Strategy 4C.** Develop premier programming in the academics, arts, and athletics for a wide range of stakeholders. Position the Wichita Falls Museum of Art at MSU (WFMA) and the NCAA Division II program as models of excellence.

**Tactic 1.** Secure accreditation and create funding for the hire of one full-time museum educator position for WFMA by 2019.

**Tactic 2.** Secure funding (approximately \$12-15 million) and begin construction of 7,000 seat athletic stadium by 2020.

**Strategy 4D.** Revitalize and expand the university's infrastructure and financial base to improve efficiency and affordability.

**Tactic 1.** Decrease computer and printing expenditures campus-wide by 20% by 2021.

**Tactic 2.** Increase the number of endowed academic scholarships (minimum of \$100,000 each) by three per year for five years.

**Strategy 4E.** Expand the University's donor base to include new populations and engage existing donors in new ways.

**Tactic 1.** Create funding to include two additional full-time staff positions for Marketing and Promotion Office to meet the needs of both areas by 2020.

**Tactic 2.** Create funding to include one additional staff position and a 50% increase in operating budget of MSU Alumni Office to meet the demands of engaging with donors in new ways by 2020.