The New Century Strategic Plan

Building Bridges to a Vibrant Future
Mission Statement

Midwestern State University is a leading public liberal arts university committed to providing students with rigorous undergraduate and graduate education in the liberal arts and the professions. Through an emphasis upon teaching, augmented by the opportunity for students to engage in research and creative activities alongside faculty and to participate in co-curricular and service programs, Midwestern State prepares its graduates to embark upon their careers or pursue advanced study. The university’s undergraduate education is based upon a comprehensive arts and sciences core curriculum. The understanding that students gain of themselves, others, and the social and natural world prepares them to contribute constructively to society through their work and through their private lives.

The New Century Strategic Plan: Building Bridges to a Vibrant Future
Our Values

- Excellence in teaching, learning, scholarship, and artistic production
- Intellectual curiosity and integrity
- Critical thinking
- Emotional and physical well-being
- Mutual respect, civility, and cooperation
- Social justice
- Civic service
- Stewardship of the environment, and of financial and human resources
- A safe, attractive, and well-designed campus
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Promote a Strong University Community
Goal 1: Promote a Strong University Community

- 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 who are dedicated to excellent teaching and scholarly activity.
Goal 1: Promote a Strong University Community

➢ 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.
Goal 1: Promote a Strong University Community

- 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.
Goal 1: Promote a Strong University Community

➢ Establish clearly the mission of the university and develop a comprehensive marketing and branding program that effectively translates that to the expanded region.
Goal 1: Promote a Strong University Community

- 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.
Goal 2: Aggressively Pursue New Student Populations

- Build upon our well-established reputation for students seeking a full-time, residential, liberal arts experience.
Goal 2: Aggressively Pursue New Student Populations

➢ Create a campus site in northwest Fort Worth.
Goal 2: Aggressively Pursue New Student Populations

- Actively market adult completion online programs, the Bachelor of Applied Arts and Sciences (BAAS), as well as K-12 teachers and retirees.
Goal 2: Aggressively Pursue New Student Populations

- Maintain a welcoming environment for all. In particular, seek to become classified as a Hispanic Serving Institution (HSI) within 15 years.
Goal 2: Aggressively Pursue New Student Populations

- Add 2,000 new students by Fall 2022 semester.
  - 25% on campus
  - 25% online
  - 50% off site center
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Create a Destination
Residential University
Goal 3: Create a Destination Residential University

- Increase recreational, cultural, and leadership opportunities for students of all cultural backgrounds.
Goal 3: Create a Destination Residential University

➢ Provide a strong student support system to ensure students remain in school, are actively engaged in campus life and service, and graduate.

✓ Expand the Academic Success Center.

✓ Develop a signature first-year experience.
Goal 3: Create a Destination Residential University

- Create appealing global learning opportunities at home and abroad.
Goal 3: Create a Destination Residential University

- 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.
Goal 3: Create a Destination Residential University

- Provide a campus that is not only considered to be the most beautiful in Texas but also is safe, readily accessible, and easy to use.

- Employ technology and digital media outreach to enhance undergraduate and graduate enrollment.
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Stimulate a Culture of Engagement
Goal 4: Stimulate a Culture of Engagement

- Support the Wichita Falls community by providing an educated workforce, stimulating economic development, and serving as a leader in shaping the city’s future.
Goal 4: Stimulate a Culture of Engagement

- Support Sheppard Air Force Base and improve outreach to and articulation agreements with community colleges.
Goal 4: Stimulate a Culture of Engagement

- 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.
Goal 4: Stimulate a Culture of Engagement

➢ Revitalize and expand the university’s infrastructure and financial base to improve efficiency and affordability.
Goal 4: Stimulate a Culture of Engagement

- Expand the university’s donor base to include new populations and engage existing donors in new ways.
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Building Bridges to a Vibrant Future
Survey Highlights Summary
## Top Five Statements

<table>
<thead>
<tr>
<th>Survey Statement</th>
<th>MSU Overall (% Positive)</th>
<th>MSU Overall (% Negative)</th>
<th>2015 Honor Roll Benchmark 3,000-9,999 (% Positive)</th>
<th>2015 Carnegie Master's Benchmark (% Positive)</th>
<th>2015 Peer Benchmark (% Positive)</th>
</tr>
</thead>
<tbody>
<tr>
<td>9 I am proud to be part of Midwestern State University.</td>
<td>87</td>
<td>3</td>
<td>88</td>
<td>79</td>
<td>86</td>
</tr>
<tr>
<td>8 Overall, my department is a good place to work.</td>
<td>80</td>
<td>4</td>
<td>88</td>
<td>80</td>
<td>85</td>
</tr>
<tr>
<td>11 My supervisor/department chair regularly models MSU's values.</td>
<td>78</td>
<td>6</td>
<td>83</td>
<td>77</td>
<td>81</td>
</tr>
<tr>
<td>26 At Midwestern State University, people are supportive of their colleagues regardless of their heritage or background.</td>
<td>73</td>
<td>6</td>
<td>89</td>
<td>82</td>
<td>86</td>
</tr>
<tr>
<td>12 My supervisor/department chair actively solicits my suggestions and ideas.</td>
<td>70</td>
<td>11</td>
<td>79</td>
<td>73</td>
<td>75</td>
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# Bottom Five Statements

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<tr>
<td>3 My department has adequate faculty/staff to achieve our goals.</td>
<td>28</td>
<td>48</td>
<td>54</td>
<td>40</td>
<td>43</td>
</tr>
<tr>
<td>20 There is regular and open communication among faculty, administration and staff.</td>
<td>31</td>
<td>27</td>
<td>71</td>
<td>56</td>
<td>63</td>
</tr>
<tr>
<td>16 Senior leadership communicates openly about important matters.</td>
<td>34</td>
<td>28</td>
<td>71</td>
<td>57</td>
<td>68</td>
</tr>
<tr>
<td>7 Faculty, administration and staff are meaningfully involved in institutional planning.</td>
<td>36</td>
<td>28</td>
<td>68</td>
<td>57</td>
<td>63</td>
</tr>
<tr>
<td>24 There's a sense that we're all on the same team at MSU.</td>
<td>37</td>
<td>20</td>
<td>71</td>
<td>54</td>
<td>66</td>
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</table>
10 Core Dimensions

- **Teaching Environment** – with a particular focus on faculty, this dimension consists of statements that address the balance between teaching, research and service; the support for advising/mentoring students; and recognition for outstanding teaching

- **Policies, Resources & Efficiency** – assesses the perceived effectiveness of various systems, policies and infrastructure

- **Participation in College Governance** – captures information about the perception of inclusion and cooperation as related to shared governance

- **Connection to Institution & Pride** – evaluates the sense of pride and connection faculty/employees report regarding their affiliation with the institution

- **Supervisor/Department Chair Relationship** – provides insight into the relationship faculty/employees report with their department chair or supervisor and assesses critical managerial competencies
10 Core Dimensions

- **Confidence in Senior Leadership** – measures the confidence faculty and employees report in the capabilities and credibility of senior leadership; senior leadership was defined as the most senior members of the institution.

- **Faculty, Administration & Staff Relations** – provides insight into the quality of faculty, administration and staff relations with a focus on the perception of support, cooperation and

- **Internal Communications** – assesses the quality of internal communications specifically as related to transparency, clarity and interactivity.

- **Collaboration** – measures the perceived cooperation and collegiality within workgroups and across the institution.

- **Respect & Appreciation** – provides insight into the degree to which faculty/employees feel respected and valued.
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