

Strategic Initiatives – Prioritization of Tactics in terms of Priority, Cost, Timing, & Impact					
Priority	Cost	Timing	Impact		
<p>Midwestern State University Mission 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. (May, 2010)</p>					
Strategic Initiative 1. PROMOTE A STRONG UNIVERSITY COMMUNITY					Progress/Status 2020-2021
				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.	
MED	LOW	SHORT	SIG	Tactic 1. Ensure that by 2021 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.	The tenure and promotion policy and guidelines were reviewed and revised and are being presented at the August 2021 Board of Regents meeting for approval.
MED	LOW	SHORT	SIG	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.	Reported in 2020 <ul style="list-style-type: none"> • Paul Bice Faculty Support Grant (third award made for AY20) • Jane Spears Carnes Faculty Support Grant (second award made for AY20). • Fain Professorship in place (first award to be made for AY21)

				Strategy 1B. Create a vibrant workplace that values the opinions of community stakeholders, creates strong and effective governance systems, and recognizes the outstanding work of individuals and departments.	
MED	LOW	SHORT	SIG	Tactic 1. Develop policy and procedures related to hiring, promotions, compensation, and educational experiences for students, faculty, and staff that encourages best hiring practices.	
LOW	LOW	MOD	MINOR	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.	<p>Shared governance work has resulted in:</p> <ul style="list-style-type: none"> ○ Revision of faculty office hours policy ○ Creation of OP 02.30 Shared Governance Policy ○ Two faculty recognition awards (teaching and scholarship) given yearly per college
				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.	
HIGH	SIG	MOD	SIG	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.	The proposed FY 22 budget includes an increase to compensation for faculty and staff which includes the fourth and final year of parity for staff, and promotions and an equity pool for faculty.
HIGH	LOW	IMM	SIG	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 2021 .	As per current Policy 3.132 a merit based faculty salary increase is proposed in the FY22 budget.

				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.	
LOW	LOW	MOD	MINOR	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.	
MED	LOW	MOD	MINOR	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.	
MED	LOW	SHORT	SIG	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.	Reported in 2020 MSU Faculty have participated in the COPLAC Summer Institute for the past three years (promoting identity and culture of MSU Texas as a public liberal arts institution). MSU Faculty regularly present at COPLAC meetings.
HIGH	LOW	IMM	SIG	Tactic 2. Align benchmarks with COPLAC membership ideals. Potential measure(s): Number or percentage increase in documented college/departmental goals related to COPLAC concentrations.	Reported in 2020 MSU Texas participated each year in the COPLAC digital course offerings. MSU Texas is part of the development of a course sharing policy and process for the consortium (Dr. Johnston is a member of the committee that developed this policy and process)

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.	
HIGH	SIG	IMM	MAJOR	Tactic 1. Increase the university marketing budget annually by up to 10% for the next five years as possible.	Following marketing budget increases in 2020 and 2021, the proposed FY 22 budget includes a 10% increase to the marketing budget. This was a priority of the Budget Oversight Committee (BOC) in its deliberations and final recommendation to the President.
HIGH	LOW	SHORT	SIG	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.	The proposed FY 22 budget includes a new full-time Webmaster position to assist the colleges in updating content for the website in better serving students. Additionally, the University’s website and branding have been upgraded significantly to include addressing compliance issues.
				Strategy 2B. Offer academic programs and degrees in multiple locations.	
HIGH	SIG	SHORT	SIG	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.	Reported in 2020 Flower Mound Operations continue to grow. Graduate degree programs in education are latest addition. Awarded a TAB grant to develop and EC3 program in Flower Mound with NCTC (work in progress now). Academic Outreach and Distance Education Department continues to develop articulations and develop pathways agreements.
HIGH	LOW	SHORT	MAJOR	Tactic 2: Increase the number of course offerings online, in the summer, in May mini-term classes and winter mini-term classes by fall of 2021. (Tactic added in 2020)	As a necessary response to the pandemic, many online versions of current courses were created. We are now exploring the continuation of online versions that proved successful and effective.

				Strategy 2C. Actively market adult completion online and hybrid programs in multiple locations.	
HIGH	SIG	SHORT	SIG	Tactic 1. By 2025 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.	Reported in 2020 Currently have 15 degrees (4 UG and 11 Grad) and 3 post-master’s certificates fully online. Also have 361 fully online courses and at least one core course option in every area of the core. This should serve as a baseline for future growth. New minors and concentrations are being developed.
HIGH	LOW	IMM	MINOR	Tactic 2. Create by 2025 a 100% online student fee schedule appropriate for the facilities and technology used for delivery of all online programming.	
HIGH	SIG	SHORT	SIG	Tactic 3: Add programs and certificates to online offerings for new markets so we can compete by 2025. (Tactic added in 2020)	
				Strategy 2D. Maintain a welcoming environment for all. Reflect and serve the diverse Texas college-going population.	
HIGH	SIG	MOD	SIG	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.	Reported in 2020 Piloted a bridge program in 2018 for those needing developmental English and Math. Limited positive results. What was learned from this will be applied in 2020 to address this tactic.
MED	LOW	SHORT	SIG	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.	
MED	LOW	LONG	MAJOR	Tactic 1. Increase by 2025 the number of Freshman, Undergraduate Transfer, and Graduate Admitted Students by 20% over the 2016 baseline.	Reported in 2020 Transfers and graduate admits are flat; freshman have increased but not by 20%

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MED	LOW	LONG	MAJOR	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 2025.	Reported in 2020 Declined for undergraduate: Need to increase the applications by 25% to get the increase.
HIGH	LOW	IMM	MAJOR	Tactic 3: Starting in fall of 2020, each semester, report to faculty and staff semester-by-semester selected and consistent data points regarding recruitment and retention for five years. (Tactic added in 2020)	
HIGH	MED	SHORT	MAJOR	Tactic 4: Comprehensive recruiting plan to get more applicants by 2021 using data from high school student survey. (Tactic added in 2020)	
HIGH	LOW	SHORT	MAJOR	Tactic 5: Increase winter term, summer term, May term, and 8 week course offerings by 2024 to use innovative course scheduling that meets student needs. (Tactic added in 2020)	
Strategic Initiative 3. CREATE A DESTINATION RESIDENTIAL UNIVERSITY.					
				Strategy 3A. Increase recreational, cultural, and leadership opportunities for students of all cultural backgrounds.	
HIGH	LOW	MOD	SIG	Tactic 1. Create leadership programming that is inclusive of students across cultural, academic, and socio-economic backgrounds.	Reported in 2020 Peer mentors program is being developed for AY20 implementation as a part of the student retention plan.
LOW	LOW	MOD	MIN	Tactic 2. Develop more inclusive and diverse recreational sports programs and activities.	
MED	LOW	LONG	SIG	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.	
HIGH	LOW	IMM	SIG	Tactic 1: By 2021, assess the mental health resources available to students on and off campus to determine adequacy. (Tactic added in 2020)	
HIGH	MAJ	MOD	MAJOR	Tactic 2. Develop and implement a signature first-year experience that emphasizes the liberal arts mission	Reported in 2020 The following is a summary of the Signature Experiences

				<p>and MSU’s undergraduate research initiative.</p>	<p>Task Force: During the 2017-18 academic year, the SETF studied current delivery of high impact practices (HIPS) on our campus and presented recommendations for increasing our delivery of various HIPs in order to enrich the educational experiences of our students. For the 2018-19 academic year, SETF was charged with the following</p> <ol style="list-style-type: none"> 1. Create a timeline for achieving 100% participation, i.e. every graduating senior has participated in at least one signature experience. 13% of 2018-19 graduates participated in at least one of the three SEs. 2. Identify criteria for all signature experiences we wish to make available to our students. <p>Efforts have been focused on three signature experiences: Study Abroad, Undergraduate Research, and Service Learning. In order to ensure that programs align with AACU guidelines, as well as maintain a consistent student experience across departments, Guideline Documents have been crafted for all three HIPs. Additionally, we have described the organizational structure for each one and identified key resources needed to scale the programs to a degree sufficient to serve our student body. The SEs will be delivered through credit-bearing courses, facilitating both quality control and tracking/assessment. Developing out the service learning component this year and beginning work on internships as the final piece.</p>
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MED	LOW	IMM	MAJOR	Tactic 3: Each academic department will host an activity for all students within that department each semester by spring 2021. (Tactic added in 2020)	
HIGH	LOW	IMM	SIG	Tactic 4: By fall of 2020, assess the performance of the Office of Financial Aid from a student perspective to determine how that office can better serve students given limited resources and government restrictions. (Tactic added in 2020)	
				Strategy 3C. Create appealing global learning opportunities at home and abroad.	
MED	MAJ	LONG	MINOR	Tactic 1. Double the percentage of annual participation in MSU study abroad programming from 2% to 4% by 2021.	Reported in 2020 2018-19 percentages: 2.1% student body (115/5330) 8% of grad seniors (87/1157)
MED	MAJ	LONG	SIG	Tactic 2. Add 25% to the annual study abroad programming budget for MSU study abroad programming by 2021.	Reported in 2020 Study Abroad restructured to become Global Studies. Will monitor growth with these changes.
				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.	
MED	MAJ	MOD	MAJOR	Tactic 1. Provide a minimum of one section of each core course online once per year by 2024.	Reported in 2020 We currently have at least one core course option in every area of the core. Summer of 2019, 10 additional online core sections were offered and headcount in these increased 2% over summer 2018. Currently in the process of developing a complete 42 hour online core with guaranteed availability to our 100% distance students (online completion degrees).

HIGH	MAJ	LONG	SIG	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.	With the CARES Act and HEERF funding excellent progress has been made transitioning all classrooms to allow for hybrid or remote instruction. Additionally, the same computers are used in the Classroom Labs as are used in the Desktop replacement programs, with the exception of course of the specialized machines (Engineering/Business). This standardization results in cost savings and ease of maintenance with the uniformity.
HIGH	MAJ	LONG	SIG	Tactic 3: Create a centralized system for online delivery including content experts, instructional designers, and university assessments so courses are management ready by 2025. (Tactic added in 2020)	
HIGH	LOW	SHORT	MAJOR	Tactic 4: Deliver instruction using an innovative plan to meet student needs and expectations by 2025. (Tactic added in 2020)	
HIGH	LOW	SHORT	MAJOR	Tactic 5: Build a learning channel app for professors to support the innovative plan to meet student needs and expectations - this should be mandatory for professors by 2025. (Tactic added in 2020)	
				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.	
MED	LOW	MOD	SIG	Tactic 1. Develop and commit to a campus beautification and safety master plan by 2020.	Reported as complete with implementation of the plan underway. Examples of the work to support the strategy are the following: <ul style="list-style-type: none"> • Vacating the Daniel Building and relocating the warehouse and procurement team to the new 2703 Midwestern

					<p>Parkway site (previously Bank of America building)</p> <ul style="list-style-type: none"> • Building the new Facilities Services Building on Hampstead • Beginning renovation of Daniel into the new Bridwell Activities Center along with hardscaping and expansion of Jesse Rogers Promenade.
HIGH	MAJ	MOD	SIG	Tactic 2a. Increase the university’s technology and digital media outreach for students on campus	Classroom technology and digital infrastructure were significantly improved as a response to the pandemic to continue operations. This stronger capability will now be leveraged to grow enrollment and improve retention
HIGH	MAJ	MOD	SIG	Tactic 2b. Increase the university’s technology and digital media outreach for potential students and community stakeholders.	Technology and digital media outreach for students, potential students and community stakeholders was increased
HIGH	MAJ	SHORT	MAJOR	Tactic 3. Address the Wifi infrastructure in instructional spaces based on the student IT Survey by 2024. (Tactic added in 2020)	Coverage across campus has increased with the primary focus being instructional spaces and public areas like the Quad and Clark Student Center. HEAF funding is ongoing as IT works to roll out new access points to replace aging devices and expand coverage density. Renovations to the upcoming Bridwell Center will include enhanced WiFi and Cellular coverage. Also, HEERF funded updates to the Clark Student Center will provide excellent coverage for current and prospective students throughout those spaces. Expanded network covered in the area of Sikes Lake Center is being addressed and the university has purchased a mobile WiFi

					hotspot for use as needed for remote events.
HIGH	MIN	MOD	MAJOR	Tactic 4. Central reporting of what progress is taking place by all departments by 2022. (Tactic added in 2020)	
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.	
HIGH	MAJ	MOD	MAJOR	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%)	Reported in 2020 Freshmen entering Fall 2012 six-year graduation rate is 52.2%
MED	MAJ	MOD	SIG	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)	Reported in 2020 The Signature Experiences Taskforce will pick this up in AY 21 as the fourth HIP to be added for that program.
				Strategy 4B. Support Sheppard Air Force Base (SAFB) and improve outreach to and articulation agreements with community colleges.	
MED	SMALL	LONG	SIG	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.	
				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.	
MED	SIG	LONG	SIG	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.	
MED	SMALL	MOD	MINOR	Tactic 1. Decrease computer and printing expenditures campus-wide by 20% by 2021.	
HIGH	SIG	LONG	SIG	Tactic 2. Increase the number of endowed academic scholarships (minimum of \$100,000 each) by three per year for five years.	<p>New endowed academic scholarship have been added every year of the Boundless Opportunities Campaign 2016-17</p> <ul style="list-style-type: none"> ○ -Thacker Family Petroleum Scholarship Endowment ○ -Better Business Bureau/Dr. Louis J. Rodriguez Ethics Scholarship Endowment (this is from the BBB and is combined with the older Rodriguez endowment for the same scholarship) <p>2017-18</p> <ul style="list-style-type: none"> ○ -Robert Tyree Grays Memorial Scholarship Endowment ○ -James Charles and Debra Carroll White Scholarship Endowment (not currently being used as donor has yet to settle on exactly how they would like it administered) ○ -DeAnna Ferguson Lynch Scholarship Endowment ○ -President’s Fund for International Research Endowment (NOT a scholarship) <p>2018-19</p> <ul style="list-style-type: none"> ○ -Fred C. Howell Scholarship Endowment ○ -Ayres Business Scholarship Endowment

					<ul style="list-style-type: none"> ○ -Ima Pendergrass Scholarship Endowment ○ -Dr. Patricia A. Perryman Nursing Scholarship Endowment <p>2019-20</p> <ul style="list-style-type: none"> ○ -Ram Lal Seekri Scholarship Endowment ○ -Judy Sherrod Photography Scholarship Endowment ○ -Johnny M. Walbrick Endowed Scholarship <p>2020-21</p> <ul style="list-style-type: none"> ○ -Dr. Yoshikazu (Yoshi) Fukasawa Excellence Fund Endowment (NOT a scholarship) ○ -Kenneth and Mary Kay Reiswig Scholarship Endowment ○ -Worley Family Scholarship Endowment
				Strategy 4E. Activate and engage with alumni, strengthening relationships and involvement with the university ((Strategic reworded in 2020)	
HIGH	SIG	MOD	SIG	Tactic 1. Establish a (diverse/inclusive) university board/committee to coordinate engagement with current alumni across campus and to support stakeholders in the implementation of multifaceted alumni outreach. (Tactic reworded in 2020)	The MSU Alumni Association Board is now very diverse and inclusive and working to engage alumni more broadly.
MED	SIG	MOD	SIG	Tactic 2. Create funding to include one additional staff position and a 50% increase in operating budget of MSU Alumni Office to expand the University’s donor base and stimulate alumni participation in student recruitment, development of internship opportunities, and assistance in graduate job placement. (Tactic reworded in 2020)	