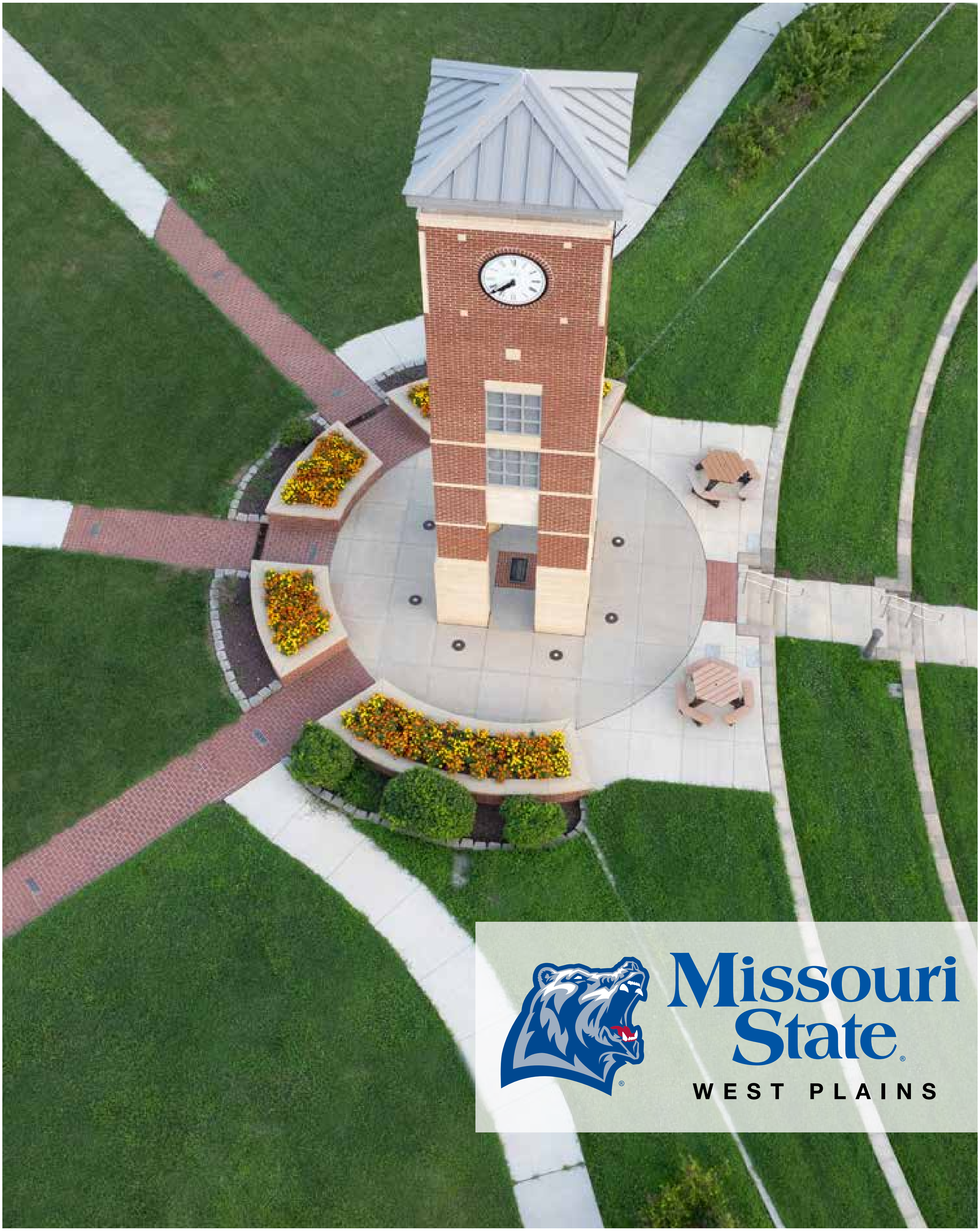
PATHWAYS TO OPPORTUNITY



Missouri State
WEST PLAINS

2026-2031 STRATEGIC PLAN

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Scan here to view or download full details of the Strategic Plan on the MSU-West Plains website

MESSAGE FROM THE CHANCELLOR

Pathways to Opportunity started with a strong strategic vision: Missouri State University–West Plains will shape the future of our region by prioritizing learning, expanding pathways to workforce advancement, uplifting our communities, and igniting opportunity through education and innovation. This vision was based on what we heard at the beginning of the planning process from students, faculty, and staff, as well as stakeholders and partners throughout South Central Missouri. It has galvanized our campus community and will provide the framework through which we engage the region.

THE PLAN IS BUILT AROUND FIVE CLEAR IMPERATIVES:

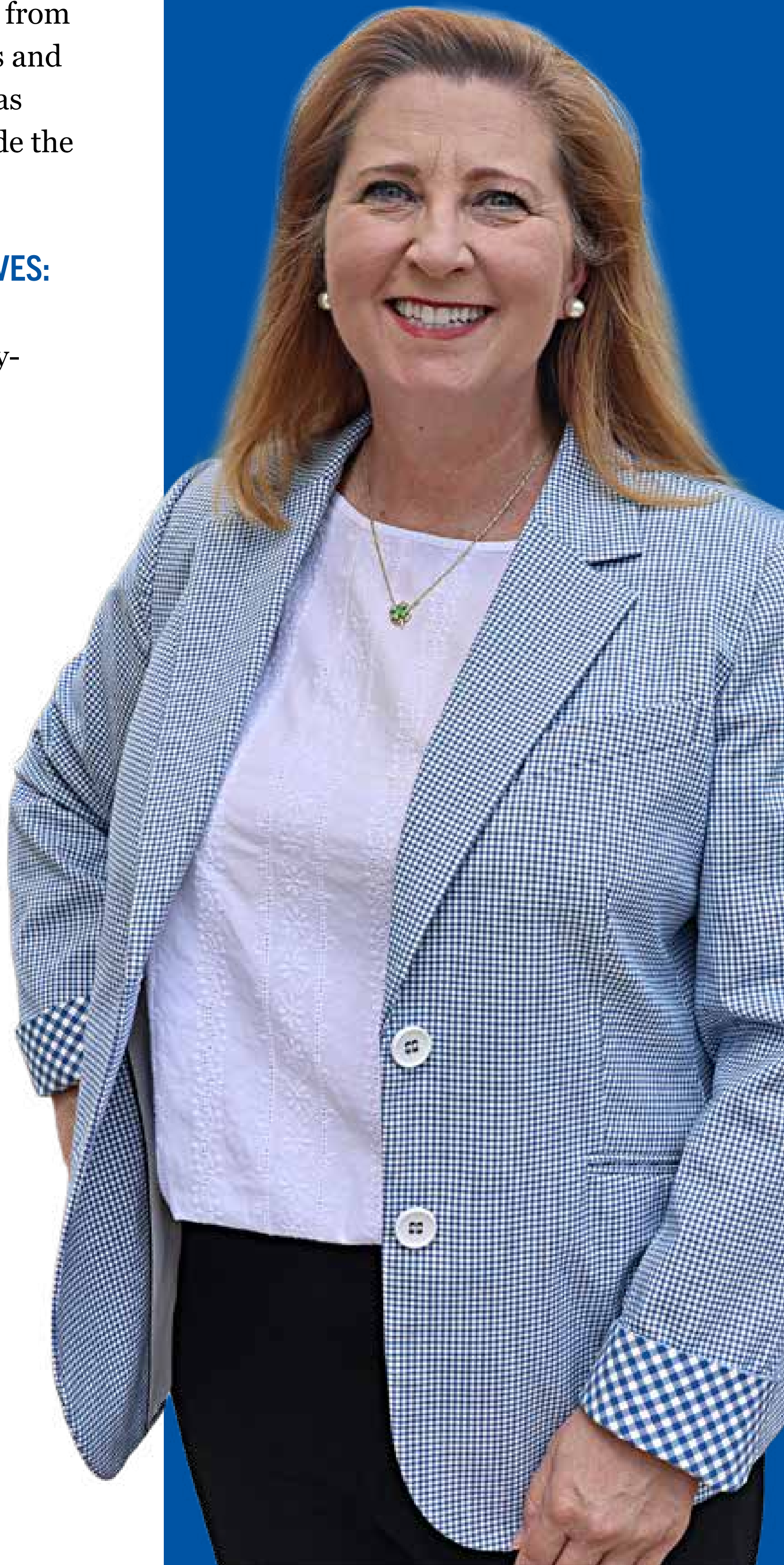
1. Expand awareness of Missouri State University-West Plains
2. Grow and maintain enrollment
3. Align institutional offerings with the needs of the communities we serve
4. Strengthen fiscal and organizational resources
5. Enhance partnerships with Missouri State University in Springfield

The goals and outcomes articulated in this plan came from our students, faculty, staff, and stakeholders – not from the top down. They are ambitious, courageous, and – most importantly – they will provide pathways to opportunities.

Now that we have a plan, it's time to go get 'em, Grizzlies!

Zora Mulligan

ZORA MULLIGAN
CHANCELLOR



INTRODUCTION TO OUR STRATEGIC PLAN: PATHWAYS TO OPPORTUNITY

The Missouri State University–West Plains campus community came together during the 2025-2026 academic year to analyze a variety of information and data, work collaboratively, and draft a Strategic Plan to guide the university from 2026-2031. The university embarked on the plan one year early, due to the arrival of a new Chancellor, Zora Mulligan, and align with the recently completed 2025-2030 Strategic Plan at Missouri State University in Springfield.

Work on the MSU–West Plains Strategic Plan convened in September 2025 with the formation of the Strategic Planning Committee, composed of members from multiple faculty and staff departments. Collaborating with the Chancellor, lead consultant Dr. Tracy McGrady, and other stakeholders, the Strategic Planning Committee guided the efforts throughout the process.

The Fall 2025 semester was devoted in large part to planning and information gathering. A third-party consulting firm performed a social, political, and economic environment scan and led Focus Group sessions in which faculty, staff, students, community members, and representatives of the business community offered feedback on the university's strengths, areas for growth, and opportunities. From these efforts, the Strategic Planning committee identified several themes of focus.

The Spring 2026 semester was devoted to interactive workshops and collaborative efforts in which faculty, staff, and administrators identified five goals for inclusion in the Strategic Plan. Each goal was then assigned to a Goal Work Group. Comprised of faculty and staff, these groups considered data, created outcomes, and set benchmarks to achieve each goal across the next five years. The results of these efforts reflect a deep level of collaboration and engagement between Missouri State University-West Plains faculty and staff.

Throughout the year, the Strategic Planning Committee solicited feedback and input from faculty, staff, and students regarding the Mission, Vision, and Values statements. Continually refined, those statements were solidified and approved at the end of the Spring semester, reflecting the wide-ranging input received from the campus community.

The Strategic Planning Committee co-chairs routinely communicated progress through university channels. A routine and thorough effort was undertaken to ensure that everyone in the campus community was kept up to date as the Strategic Planning process moved towards completion.

This collaborative process produced a draft of the Strategic Plan in May 2026. The Missouri State University–West Plains 2026-2031 Strategic Plan was approved by the Missouri State University Board of Governors in June, and launched in August 2026. Attention now turns to implementation, and ensuring the benchmarks and outcomes are met.

JASON MCCOLLOM AND LINDSEY WAGGONER
CO-CHAIRS, 2025 STRATEGIC PLANNING COMMITTEE
MISSOURI STATE UNIVERSITY– WEST PLAINS

MISSION, VISION, AND VALUES

MISSION

Missouri State University–West Plains transforms lives through impactful education and training, offering personalized support for student success, and strengthening our communities.

VISION

Missouri State University–West Plains will shape the future of our region by prioritizing learning, expanding pathways to workforce advancement, uplifting our communities, and igniting opportunity through education and innovation.

VALUES

At Missouri State University–West Plains, being a Grizzly means we CARE.

C – Commitment to Students

We place students at the heart of all we do, providing the support, opportunities, and resources they need to succeed.

A – Accountability in Stewardship

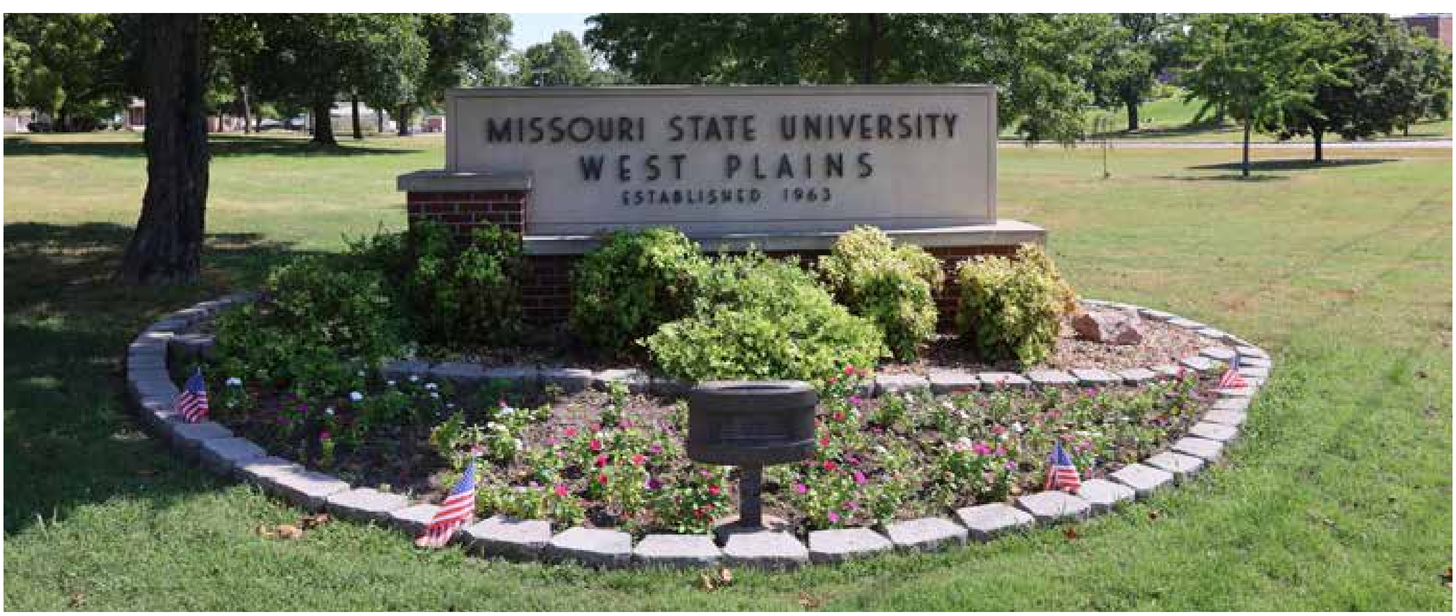
We compassionately support our personnel and responsibly steward our fiscal and operational resources through analytical decision-making.

R – Relevance in Education

We deliver rigorous and relevant educational and workforce opportunities that align with regional needs to promote learning, career-readiness, and lifelong growth.

E – Engagement in Our Communities

We engage our communities with purpose, partnership, and a commitment to positive impact.



QUICK FACTS

ENROLLMENT FROM

70 MISSOURI COUNTIES

21 STATES

12 COUNTRIES

NUMBER OF PROGRAMS

24 DEGREES

26 CERTIFICATES

ACCREDITATION

Missouri State University-West Plains remains fully accredited by the Higher Learning Commission.

90%

FIRST-TIME, FULL-TIME FRESHMEN RECEIVE FINANCIAL AID

FALL 2025
ENROLLMENT
1,981

DEGREES CONFERRED IN 2025-26

38
CERTIFICATES

263
DEGREES

WEST PLAINS CAMPUS HISTORY

Missouri State University–West Plains was founded in 1963 as the West Plains Residence Center. In 1977, the Southwest Missouri State University Board of Regents and, subsequently, the Missouri General Assembly, designated the name West Plains campus of Southwest Missouri State University to replace Residence Center. In 1981, the legislature enacted a permanent status bill for the campus. In 1991, the legislature passed House Bill 51 which gave the West Plains campus the authority to offer "one-year certificates, two-year associate degrees and credit and noncredit courses." In 2005, the legislature passed Senate Bill 98 which included changing Southwest Missouri State University's name to Missouri State University, effective August 28, 2005.

Since 1963, the West Plains campus has grown and evolved to provide a full college experience with quality instruction in a relaxed personal atmosphere. The mission of Missouri State University–West Plains is to transform lives through impactful education and training, offering personalized support for student success, and strengthening our communities. The campus offers associate degrees designed for transfer into bachelor's degree programs, as well as career-oriented degrees and certificates. Some bachelor's and master's degree programs also are available at the West Plains campus through Missouri State University's Outreach program.

GOAL 1:

EXPAND AWARENESS OF MISSOURI STATE UNIVERSITY–WEST PLAINS

Strengthen MSU-West Plains' visibility, reputation, and community engagement to drive enrollment growth and institutional cohesion.

Strategy 1: Implement marketing practices that improve the reach and consistency of messaging and more precisely target audiences and improve brand awareness.

Strategy 2: Develop meaningful, quality connections to the communities we serve by organizing, optimizing, and enhancing employee and student outreach efforts

Strategy 3: Break down silos within the campus community and create ambassadors by connecting employees through training, discussion, and improved access to institutional knowledge

Strategy 4: Amplify and leverage Grizzly Athletics as a tool for regional, national, and global brand awareness and service to our communities

Outcome 1.1: By September 2026, a five-year marketing plan will be established and implemented with its own goals, strategies, and key performance indicators.

Outcome 1.2: By June 2027, a coordinated system will be implemented to track prospective student touchpoints and attribute inquiries and applications to specific marketing efforts.

Outcome 1.3: By November 2027, the average of monthly new users visiting the MSU-West Plains website will increase by 15%, from the baseline of 8,000 in 2026 to 9,200, with a yearly target goal thereafter of 10-15% improvement over the previous year.

Outcome 1.4: By August 2027, social media engagement will increase 15% from the baseline of 251,000 for 2025 to 289,000, and link clicks will increase 10% from 22,000 to 24,200.

Outcome 1.5: By January 2027, increase the number of inquiries generated through in-person interactions.

Outcome 2.1: By August 2026, the Engagement Committee will implement a comprehensive annual plan with metrics and key performance indicators to ensure a consistent and meaningful institutional presence at the highest-profile community events across each county in the service area, enhancing institutional visibility and supporting enrollment growth.

Outcome 2.2: By October 2031, the number of meaningful community engagement activities will increase by 50% over the 2025 baseline metrics as determined by the Engagement Committee.

Outcome 3.1: By December 2026, employees will be provided with clear and accessible institutional messaging and key information to support outreach, recruitment, and community engagement efforts.

Outcome 3.2: By June 2027, training will be implemented to improve cross-departmental communication and access to institutional knowledge.

Outcome 3.3: At least 80% of full-time employees will participate in the annual holiday lunch and spring picnic each year.

Outcome 3.4: By October 2031, improved internal messaging and coordination will contribute to increased student satisfaction, retention, and enrollment outcomes, as measured against established benchmarks determined by the Engagement Committee.

Outcome 4.1: By June 2030, Grizzly Athletics will compete at a high level as indicated by an increase in regional, district, and national competition visits, from three teams participating in post-season FY 2025 to five teams in FY 2030.

Outcome 4.2: By June 2027, the number of Grizzly student-athletes who continue competing as student-athletes at four-year institutions or professionally will increase by 30%, from 10 in June 2025 to 13 in June 2027.

Outcome 4.3: By June 2027, Grizzly Athletic events will show a 20% increase in game attendance from an average of 436 attendees in FY 2025 to an average of 480 attendees in FY 2027, as measured by ticket sales and pass lists.

GOAL 2:

GROW AND MAINTAIN ENROLLMENT

Achieve sustainable enrollment growth and improve student persistence by expanding accessible pathways, strengthening recruitment and retention strategies, and ensuring a seamless student experience from inquiry through completion.

Strategy 1: Strengthen enrollment growth through data-informed recruitment

Strategy 2: Improve student persistence through proactive, coordinated support

Strategy 3: Align academic pathways with transfer and workforce outcomes

Strategy 4: Enhance student experience and campus engagement

Strategy 5: Build institutional capacity for student success through defined roles and success coaching

Outcome 1.1: By October 2031, enrollment of full-time equivalent degree-seeking students will increase by 30%, from a Fall 2025 baseline of 798 to 1037, as measured by annual Fall census data.

Outcome 1.2: By October 1 of each year, the campus will establish an annual enrollment management plan that includes annual goals for recruitment and retention that align with the 2031 goal for enrollment growth. The annual plan will include specific targets for overall growth as well as targets for individual student populations such as academic programs, athletic programs, and the Mountain Grove campus.

Outcome 1.3: By August 2029, 90% of prospective students will receive timely, personalized communication through integrated technology solutions, as measured by communication tracking and response rates.

Outcome 1.4: By August 2030, financial aid awarding processes will improve enrollment yield by at least 10% among aid recipients, as measured by Free Application for Federal Student Aid (FAFSA) completion rates, aid acceptance, and enrollment yield data.

Outcome 2.1: By October 2031, retention of full-time students will improve from a Fall 2025 baseline of 62% to 66%, reaching the 75th percentile of peer institutions, as measured by a new report created by Institutional Research.

Outcome 2.2: By October 2031, retention rates for part-time students will increase by 30%, from the Fall 2025 baseline of 21% to 27%, as measured by fall-to-fall persistence data (a new report created by Institutional Research).

Outcome 2.3: By October 2031, persistence rates for adult learners will increase by 15%, from the Fall 2025 baseline of 64% to 70% of full-time adult learners and 38% to 53% of part-time adult learners, as measured by fall-to-fall persistence data (a new report created by Institutional Research).

Outcome 2.4: By August 2028, 100% of students identified as needing early intervention will receive personalized outreach from appropriate faculty, success coaches, and advisors within defined timeframes through the early alert system, as measured by early alert response and intervention tracking.

Outcome 2.5: By October 2031, 50% of degree-seeking students placed on Academic Restriction will persist to degree completion within 150% timeframe of completion, and first-time students who voluntarily withdraw will return within two semesters following withdrawal.

Outcome 2.6: By October 2031, the student self-service academic planning tools will produce and maintain 90% accurate degree completion information as measured by annual graduation evaluations.

Outcome 3.1: By October 2031, graduation and transfer rates will improve from a Fall 2025 baseline of 54% to 63%, reaching the 75th percentile, as measured by a new report created by Institutional Research.

Outcome 4.1: By October 2028, student participation in campus events, student organizations, and athletic events will increase by 30%, from the Fall 2025 baseline of 782 to 1,016, as measured by a new report created by Student Life.

Outcome 4.2: By October 2031, student satisfaction and sense of belonging will improve by 10%, as measured by institutional surveys.

Outcome 4.3: By October 2031, 8% of students will participate in a co-curricular academic experience. (e.g., experiential learning, honors program, collegiate presentations/competitions, education abroad).

Outcome 5.1: By July 2026, the institution will clearly define, document, and communicate roles related to recruitment and retention, as measured by institutional documentation.

Outcome 5.2: By Fall 2027, a comprehensive student success coaching model will be implemented across all academic and student support areas, as measured by program implementation benchmarks.

Outcome 5.3: By Fall 2028, 80% of faculty and student-facing staff will complete training in student success coaching strategies, early intervention, and student communication, as measured by training records.

GOAL 3:

ALIGN INSTITUTIONAL OFFERINGS WITH THE NEEDS OF THE COMMUNITIES WE SERVE

Ensure academic and workforce programs are aligned with regional economic, workforce, and community needs to improve student completion, employment, and transfer outcomes.

Strategy 1: Increase student enrollment in experiential learning opportunities

Strategy 2: Connect curriculum to career readiness for all academic programs

Strategy 3: Partner with other higher education institutions to expand pathways that improve degree completion efficiency for MSU-West Plains students

Strategy 4: Enhance the university's role as a regional partner supporting economic growth and community development

Outcome 1.1: By August 2028, the Academic Affairs Division will implement a standardized process for collecting the number of experiential learning opportunities completed by students, as measured by 100% of academic divisions and co-curricular activities submitting data into a centralized database.

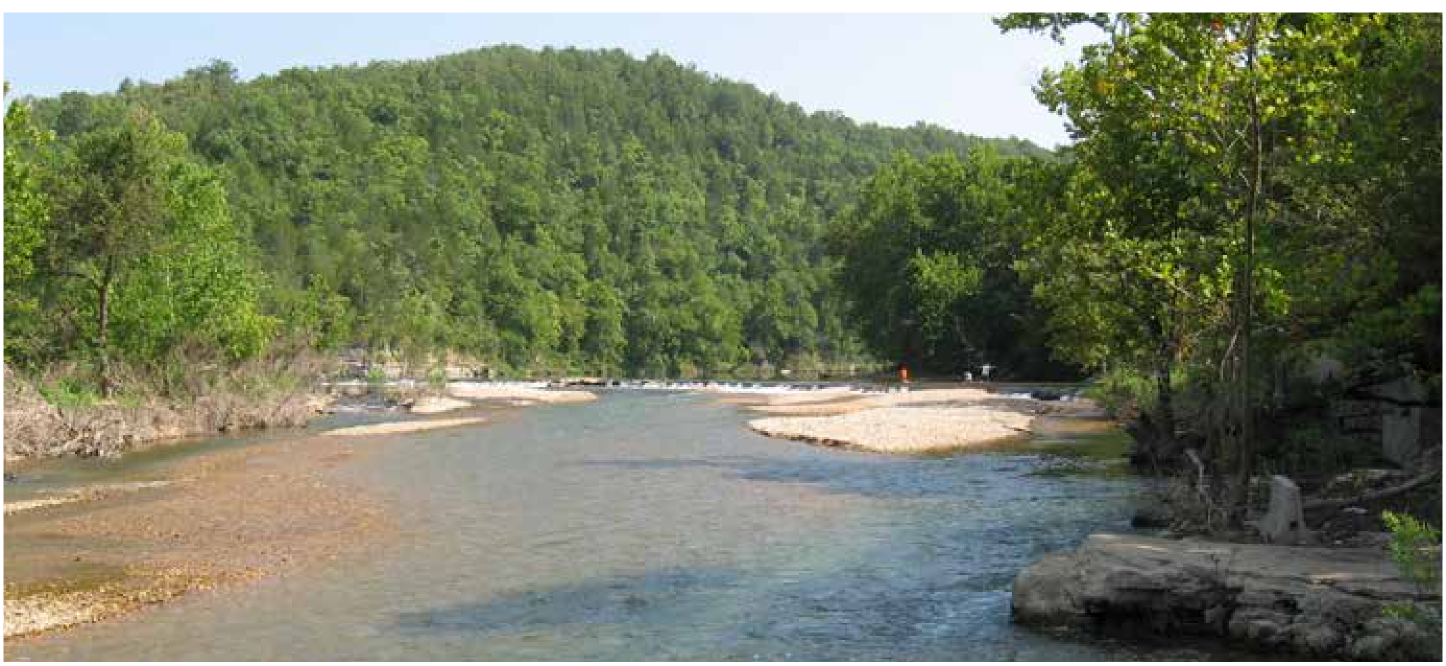
Outcome 1.2: By May 2031, student participation in experiential learning will increase by 10% over the FY 2028 baseline established through the data collection process implemented by Academic Affairs as measured by institutional data provided to Academic Affairs.

Outcome 2.1: By July 2028, Academic Affairs will establish baseline data from the Institutional Learning Outcome (ILO) assessment and establish a growth goal based on that data.

Outcome 2.2: By May 2031, 80% of graduates will demonstrate increased workforce and career-readiness competencies, as measured by the Institutional Learning Outcomes (ILOs) and benchmarked against National Association for Colleges and Employers (NACE) standards.

Outcome 3.1: By October 2031, MSU-West Plains will increase the number of transfer pathways with institutions from 14 to 28 to support degree completion efficiency and transfer preparation for MSU-West Plains students, as measured by number of memorandums of understanding (MOUs), articulation agreements, and institutionally recognized advising academic maps.

Outcome 4.1: By October 2031, academic and training programs will demonstrate alignment with regional workforce needs within a 60-minute drive-time radius using labor market data and advisory board input, with documented implementation of recommendations and 30% enrollment growth in high-demand programs.



GOAL 4:

STRENGTHEN FISCAL AND ORGANIZATIONAL RESOURCES

Advance long-term institutional sustainability by aligning resource allocation with strategic priorities, strengthening financial reserves, optimizing facilities planning, and sustaining a well-supported workforce.

Strategy 1: Strengthen strategic budget planning for institutional resource allocation

Strategy 2: Enhance financial reserves for institutional operational stability

Strategy 3: Implement facilities planning and prioritization for campus infrastructure to support institutional needs

Strategy 4: Sustain a well-supported workforce

Strategy 5: Promote responsible fiscal management and resource stewardship by reducing institutional costs and financial risk through improved energy efficiency and strengthened revenue collections practices

Strategy 6: Strengthen engagement with University Advancement to support long-term sustainability

Outcome 1.1: By June 2027, the institution's budget planning process will implement a documented annual budget development timeline that integrates short-term operational needs and long-term financial commitments, as measured by the published budget calendar.

Outcome 1.2: By June 2027, the institution will complete an annual budget planning and review cycle that supports implementation of the strategic plan, as measured by annual budget reports and documented review meetings.

Outcome 2.1: By June 2027, and at the conclusion of each fiscal year thereafter, the campus will increase its education and general reserve by 1% annually, compared to the FY 2025 baseline.

Outcome 3.1: By June 2027, the institution will conduct a campus-wide review of facility use to identify opportunities for improved space efficiency, as measured by a completed facilities use report and facilities master plan.

Outcome 3.2: By June 2030, recommendations from the facilities master plan will be prioritized and incorporated into the capital improvement plan.

Outcome 3.3: By October 2031, the number of projects on the campus deferred maintenance list will decrease by 20%, from a baseline of 82 projects to 64, as measured by physical plant record. The baseline and goal numbers may be reevaluated when the campus updates its deferred maintenance inventory.

Outcome 3.4: By June 30, 2030, the institution will pursue strategic partnerships and external funding opportunities to support priority facility needs identified in the facilities master plan, including those related to student programs and athletics.

Outcome 4.1: By July 2027, employees with five or more years of service and compa-ratios below 80% will be prioritized for pay adjustments to bring them to at least 80% of their salary range midpoint, with emphasis on those in pay grades 45 and below.

Outcome 4.2: By July 2031, all employees will be at 80% of their midpoint pay range.

Outcome 4.3: By April 2027, launch an initial administration of ModernThink's Great Colleges to Work For survey to assess employee satisfaction levels, identify key areas for improvement, and set a goal.

Outcome 5.1: By July 2027, implement energy conservation measures and negotiate with utility providers to ensure annual utility spending increases at a rate slower than inflation.

Outcome 5.2: By July 2026, identify an existing campus position to be assigned collections duties in addition to current responsibilities.

Outcome 6.1: By August 2026, the institution will partner with University Advancement to develop and implement an annual plan that includes goals aligned with MSU-West Plains' fundraising priorities and measurably strengthens engagement with the campus.

GOAL 5:

OPTIMIZE PARTNERSHIPS WITH MISSOURI STATE UNIVERSITY IN SPRINGFIELD

Strengthen strategic partnerships with Missouri State University in Springfield to expand academic pathways, increase resource-sharing, and advance regional impact.

Strategy 1: Collaborate with Missouri State University in Springfield to make transfer seamless

Strategy 2: Develop streamlined admission processes that allow students to enroll across both campuses with minimal administrative barriers

Strategy 3: Recruit students who were denied admission to Missouri State University in Springfield

Outcome 1.1: By October 2031, the number of students who transfer from the West Plains campus to the Springfield campus (in person, online, or on the West Plains campus) will increase from the 2025 baseline of 55 to 100.

Outcome 2.1: By October 2031, cross-campus enrollment will increase by 15% from the Fall 2025 baseline of 74 Springfield students enrolled in West Plains courses and seven West Plains students enrolled in Springfield classes to 125 and 50 respectively, as measured / by a new report created by Institutional Research.

Outcome 3.1: By Fall 2031, MSU-West Plains will enroll 1% of eligible students who were denied admission to MSU-Springfield, from the Fall 2025 baseline of 0.17% as measured by a new report created by Institutional Research.

Photo Credit: Jesse Scheve/Missouri State University

KEY PERFORMANCE INDICATORS (KPIs)

Scan here to follow our progress on these Key Performance Indicators and Contributing Indicators

KPI 1: By October 2031, enrollment of full-time equivalent degree-seeking students will increase by 30%, from a Fall 2025 baseline of 798 to 1,037.

CI 1: Outcome 1.1.5 - By January 2027, increase the number of inquiries generated through in-person interactions.

CI 2: Outcome 2.1.3 - By August 2029, 90% of prospective students will receive timely, personalized communication through integrated technology solutions, as measured by communication tracking and response rates.

CI 3: Outcome 2.1.2 - By October 1 of each year, the campus will establish an annual enrollment management plan that includes annual goals for recruitment and retention that align with the 2031 goal for enrollment growth. The annual plan will include specific targets for overall growth as well as targets for individual student populations such as academic programs, athletic programs, and the Mountain Grove campus.

CI 4: Outcome 2.2.1 - By October 2031, retention of full-time students will improve from a Fall 2025 baseline of 62% to 66%, reaching the 75th percentile of peer institutions.

CI 5: Outcome 2.2.3 - By October 2031, persistence rates for adult learners will increase by 15%, from the Fall 2025 baseline of 64% to 70% of full-time adult learners and 38% to 53% of part-time adult learners, as measured by fall-to-fall persistence data.

CI 6: Outcome 2:4.1 - By October 2028, student participation in campus events, student organizations, and athletic events will increase by 30%, from the Fall 2025 baseline of 782 to 1,016, as measured by engagement tracking.

CI 7: Outcome 2.4.2 - By October 2031, student satisfaction and sense of belonging will improve by 10%, as measured by institutional surveys.

CI 8: Outcome 3.4.1 - By October 2031, academic and training programs will demonstrate alignment with regional workforce needs within a 60-minute drive-time radius using labor market data and advisory board input, with documented implementation of recommendations and 30% enrollment growth in high-demand programs.

CI 9: Outcome 5.3.1 - By Fall 2031, MSU-West Plains will enroll 1% of eligible students who were denied admission to the Springfield campus, from the Fall 2025 baseline of 0.17% as measured by Admissions.

KPI 2: By May 2031, 80% of graduates will demonstrate increased workforce and career-readiness competencies, as measured by the Institutional Learning Outcomes (ILOs) and benchmarked against National Association for Colleges and Employers (NACE) standards.

CI 1: Outcome 2.3.1 - By October 2031, graduation and transfer rates will improve from a Fall 2025 baseline of 54% to 63%, reaching the 75th percentile.

CI 2: Outcome 3.1.2 - By May 2031, student participation in experiential learning will increase by 10% over the FY 2028 baseline established through the data collection process implemented by Academic Affairs as measured by institutional data provided to Academic Affairs.

CI 3: Outcome 3.3.1 - By October 2031, MSU-West Plains will increase the number of transfer pathways with institutions from 14 to 28 to support degree completion efficiency and transfer preparation for MSU-West Plains students, as measured by number of memorandums of understanding (MOUs), articulation agreements, and institutionally recognized advising academic maps.

CI 4: Outcome 5.1.1 - By October 2031, the number of students who transfer from the West Plains campus to the Springfield campus (in person, online, or on the West Plains campus) will increase from the 2025 baseline of 55 to 100.

KPI 3: By June 2027, and at the conclusion of each fiscal year thereafter, the campus will increase its education and general reserve by 1% annually, compared to the FY 2025 baseline.

CI 1: Outcomes 4.1.1 and 4.1.2 - By June 2027, the institution's budget planning process will implement a documented annual budget development timeline that integrates short-term operational needs and long-term financial commitments, and supports implementation of the strategic plan, as measured by the published budget calendar.

CI 2: Outcome 4.3.3 - By October 2031, the number of projects on the campus deferred maintenance list will decrease by 20%, from a baseline of 82 projects to 64, as measured by physical plant record. The baseline and goal numbers may be reevaluated when the campus updates its deferred maintenance inventory.

CI 3: Outcome 4.3.4 - By June 30, 2030, the institution will pursue strategic partnerships and external funding opportunities to support priority facility needs identified in the facilities master plan, including those related to student programs and athletics.

CI 4: Outcome 4.6.1 - By August 2026, the institution will partner with University Advancement to develop and implement an annual plan establishing MSU-West Plains campus fund-raising priorities while telling the story of the impact of advancement for MSU-West Plains.

CI 5: Outcome 4.5.2 - By July 2026, identify an existing campus position to be assigned collections duties in addition to current responsibilities.

CI 6: Outcome 4.5.1 - By July 2027, implement energy conservation measures and negotiate with utility providers to ensure annual utility spending increases at a rate slower than inflation.

KPI 4: By April 2027, launch an initial administration of ModernThink's Great Colleges to Work For survey to assess employee satisfaction levels, identify key areas for improvement, and set a goal.

CI 1: Outcome 1.3.3 - At least 80% of full-time employees will participate in the annual holiday lunch and spring picnic each year.

CI 2: Outcome 4.4.2 - By July 2031, all employees will be at 80% of their midpoint pay range.

KPI 5: Increase frequency, reach, and positive sentiment of media coverage.

CI 1: Outcome 1.1.3 - By November 2027, the average of monthly new users visiting the MSU-West Plains website will increase by 15%, from the baseline of 8,000 in 2026 to 9,200, with a yearly target goal thereafter of 10%-15% improvement over the previous year.

CI 2: Outcome 1.1.4 - By August 2027, social media engagement will increase 15% from the baseline of 251,000 for 2025 to 289,000, and link clicks will increase 10% from 22,000 to 24,200.

CI 3: Outcome 1.2.2 - By October 2031, the number of meaningful community engagement activities will increase by 50% over the 2025 baseline metrics as determined by the Engagement Committee.

CI 4: Outcome 1.4.1 - By June 2030, Grizzly Athletics will compete at a high level as indicated by an increase in regional, district, and national competition visits, from three teams participating in post-season FY 2025 to five teams in FY 2030.

CI 5: Outcome 1.4.2 - By June 2027, the number of Grizzly student-athletes who continue competing as student-athletes at four-year institutions or professionally will increase by 30%, from 10 in June 2025 to 13 in June 2027.

CI 6: Outcome 1.4.3 - By June 2027, Grizzly Athletic events will show a 20% increase in game attendance from an average of 436 attendees in FY 2025 to an average of 480 attendees in FY 2027, contributing to the fan and student experience and enhancing recruitment by offering an enhanced student life experience.

STRATEGIC PLANNING COMMITTEE MEMBERSHIP

Committee Co-Chairs

Dr. Jason McCollom
Associate Professor,
Department Chair of Arts, Letters, and Education

Lindsey Waggoner
Director of Career Services

Committee Members

Wayne Cahoj
Bookstore Manager

Alyssa Collins
Assistant Director, Human Resources;
Institutional Compliance Liaison

Chad Corley
Associate Vice Chancellor
for Marketing & Communications

Trevor Cressman
Director of Workforce Development
& Community Education

Heath Lair
Technology Support Specialist

Rocky Long
Instructor, Director of Music

Joanna Patillo
Assistant Professor of Nursing

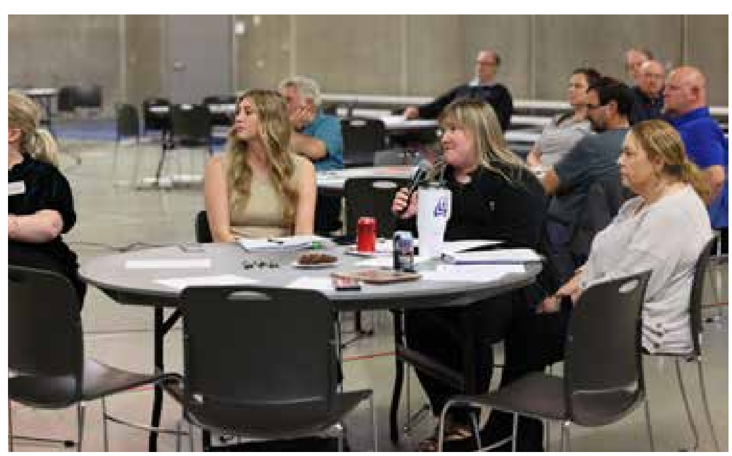
Rachel Peterson
Director of Athletics

Dasha Russell
Assistant Professor, Associate Dean

Tresa Ryan
Assistant Professor, Program Director,
Department Chair of Health Information
Technology

Dr. Brenda Smith
Associate Professor, Program Coordinator-
Hospitality Leadership and Child and Family
Development, Department Chair of Business
& Applied Science

Lauren Willis
Director of Counseling Services



WORK GROUP MEMBERSHIP

GOAL 1: EXPAND AWARENESS OF MISSOURI STATE UNIVERSITY–WEST PLAINS

Work Group Co-Chairs

Chad Corley*
Associate Vice Chancellor
for Marketing & Communications

Rachel Peterson*
Director of Athletics

Work Group Members

Kris Brinkerhoff
Instructor, Web & Media
Services Specialist

Emilie Brotherton
Support Coordinator, ASCEND

Rocky Long*
Instructor, Director of Music

Dr. Jason McCollom*
Associate Professor,
Department Chair of Arts,
Letters, and Education;
Co-Chair of Strategic
Planning Committee

Ashlee Smith
Instructor, Allied Health
& Nursing

Kenzie Warren
Admission Counselor

Lauren Willis*
Director of Counseling Services

GOAL 2: GROW AND MAINTAIN ENROLLMENT

Work Group Co-Chairs

Melissa Jett
Director of Admissions

Dr. Angela Totty
Associate Vice Chancellor of
Student Services

Work Group Members

ReBena Atkinson
Instructor, AAT Program Director,
Dual Credit Coordinator

Michelle Bryan
Registrar

Bruce Cavitt
Academic Advisor

Jennifer Edgeller
Tutoring & PAWS Coordinator

Kristi Huff
Administrative Assistant I

Jacy Miller
Mental Health Clinician

Anthony Priest
Assistant Professor, Department Chair
of Natural & Applied Sciences

Cathy Proffitt-Boys
Associate Professor, Dean of Career
& Technical Education

Carrie Steen
Director of Institutional Research
& Effectiveness

Todd Stockton
Technology Support Specialist

Pam Tate
Mountain Grove Campus Coordinator,
Student Support Specialist

Lisa Wade
Assistant Professor,
Dean of Nursing/Director for Nursing

Justin Wade
Director of ASCEND

Joan Wright
Coordinator of Adult Literacy &
College Readiness Programs

GOAL 3: ALIGN INSTITUTIONAL OFFERINGS WITH THE NEEDS OF THE COMMUNITIES WE SERVE

Work Group Co-Chairs

Trevor Cressman*
Director of Workforce Development & Community Education

Dr. Michael Orf
Associate Vice Chancellor of Academic Affairs

Work Group Members

Lacey Campbell
Assistant Professor, Department Chair of Nursing

Elizabeth Mahan
Instructor, Behavioral Health Support Program

Gary Phillips
Professor, Department Chair of English, Communications & Letters

Brenda Smith*
Associate Professor, Program Coordinator-Hospitality Leadership and Child and Family Development, Department Chair of Business & Applied Science

Lindsey Waggoner*
Director of Career Services
Co-Chair of Strategic Planning Committee

GOAL 4: STRENGTHEN FISCAL AND ORGANIZATIONAL RESOURCES

Work Group Co-Chairs

Keri Elrod
Associate Vice Chancellor for Administrative Operations

Dr. Robert Greim
Director of Development

**Denotes Strategic Planning Committee members*

Work Group Members

Wayne Cahoj*
Bookstore Manager

Drew Clark
Digital Marketing Coordinator

Alyssa Collins*
Assistant Director, Human Resources; Institutional Compliance Liaison

Kileene Collins
Executive Assistant III, Student Services

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GOAL 5: OPTIMIZE PARTNERSHIPS WITH MISSOURI STATE UNIVERSITY IN SPRINGFIELD

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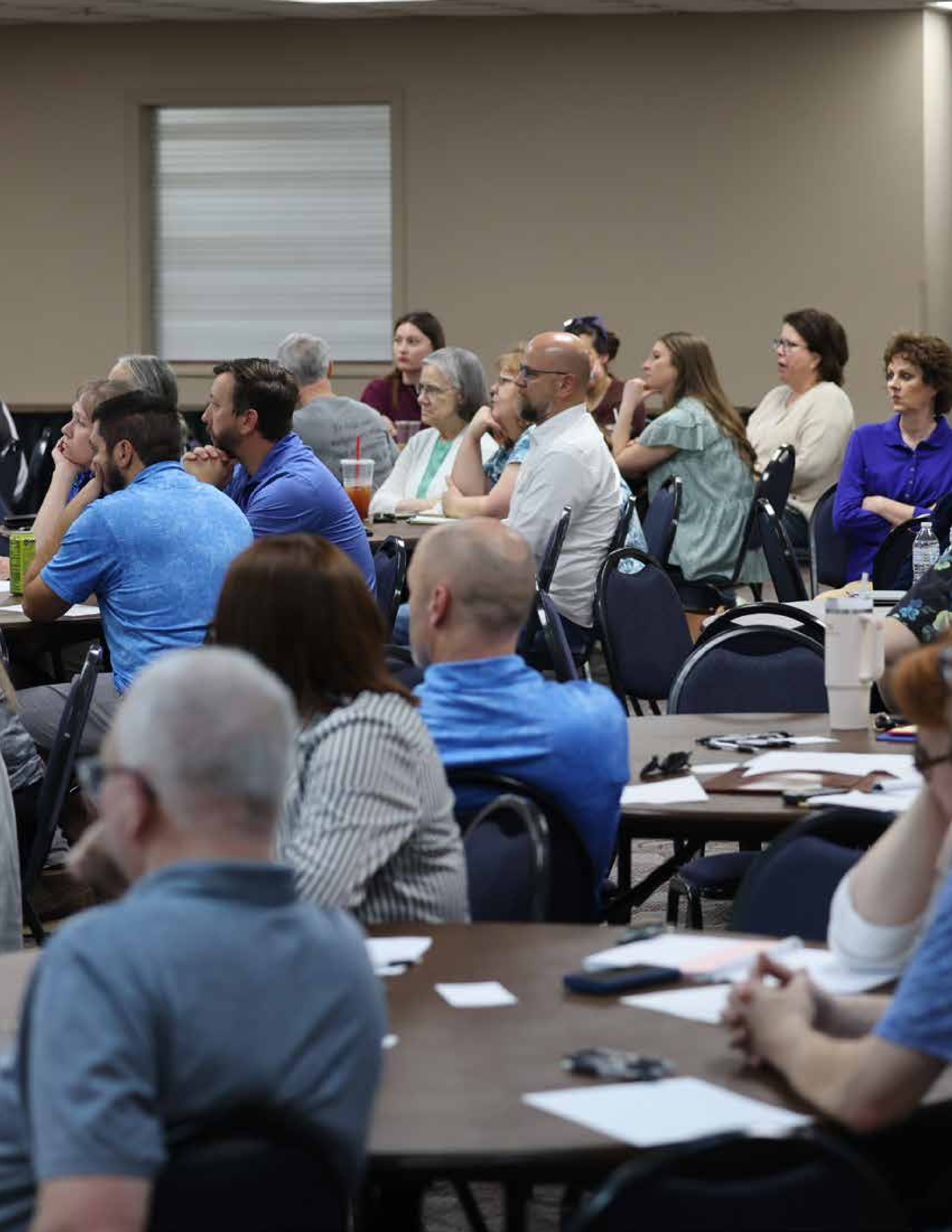

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