

MISSOURI STATE ATHLETICS

*The Vision for
Our Future*



VISIONING GUIDE
2022-2027



LETTER FROM THE AD

Intercollegiate athletics is in the midst of a foundational makeover -- one that we have not seen in the past 100 years. Over the next five years, the changes we anticipate in our industry will be transformational. The challenges facing our student-athletes, coaches and staff are more dynamic and complicated than ever before. The opportunities and benefits our student-athletes will have moving forward will also be unlike any other time in our history.

As we developed our visioning guide for the next five years with our coaches, staff and university members, emphasis was placed on improving the experience for the student-athlete. The approach was a realistic one that was prudent, fiscally responsible and flexible enough to meet the needs of our department moving forward.

We focused on academics, student-athlete well-being and the student-athlete experience. The success of our students is paramount as we move forward. This mindset really hasn't changed from our last strategic plan, but the variables, rules and expectations have changed. How we embrace those challenges and determine solutions will be the key to our success.

My goal is always to put us in a situation to meet these challenges by providing the necessary resources to succeed. In order to accomplish these goals, we need help from all of our stakeholders -- the university, friends, donors, season ticket holders, corporate partners, dedicated staff, parents and student-athletes -- all pulling in the same direction to make our athletics department one we can all be proud of.

We will continue to strive to make the experience of our student-athletes the best it can be. To do that, we need to be creative, understanding, open-minded and supportive of our goals and initiatives. With everyone's support, I look forward to the next five years and what we can accomplish in the classroom and on the field of competition.

Go Bears!!

Kyle Moats
Director of Intercollegiate Athletics

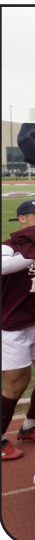
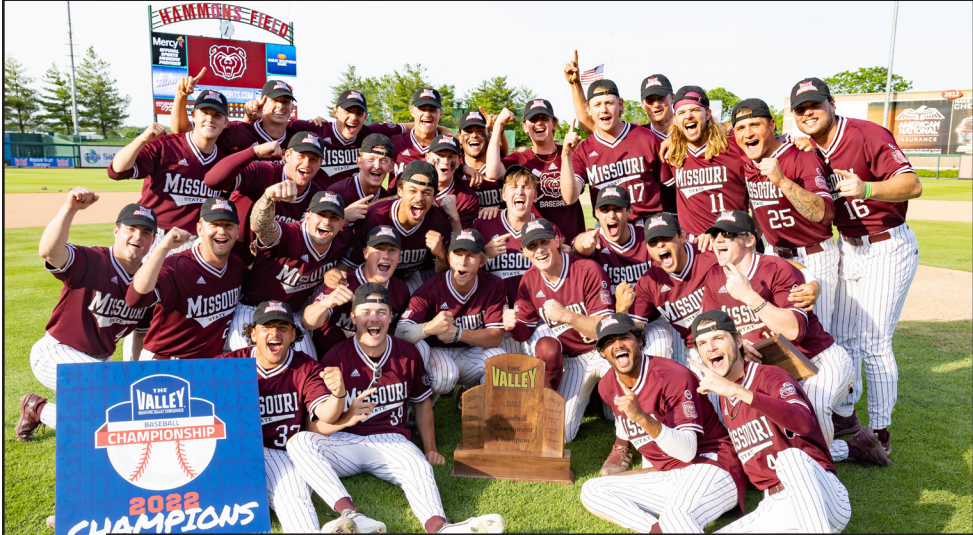




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MISSION and VISION

VISION

Missouri State University strives to be a nationally recognized program through civic engagement, inclusivity, academic excellence, and athletic success.

MISSION

The mission of the Missouri State University Department of Intercollegiate Athletics provides an inclusive, diverse, and enriching environment that encourages a culture of success, social and personal growth to student-athletes and staff to be global leaders and productive citizens. Our commitment to academic and athletic success increases awareness of the University, promotes school spirit and pride, and provides ongoing engagement with the University community.





FISCAL RESPONSIBILITY

To maintain fiscal responsibility by making responsible decisions, capitalizing on revenue streams such as contracts, endowed scholarships and fundraising opportunities.

GOAL 1

Evaluate and improve budget allocations to ensure that all resources are used as efficiently as possible.

- Research and identify a cost saving plan for each sport program based on operational budget
 - Meet budget projections on an annual basis and as needed throughout the year
 - Work with head coach/designee to develop a budget forecast each year in July
 - Strive to have each sport budget and salaries to at least the median level within the MVC

GOAL 2

Monitoring of Sport Budgets

- Develop monthly budget statements for each head coach/designee
 - Educate Staff regarding proper fiscal procedures, processes and requirements. (timely submission of expense reports)
 - Monthly reminders of best practices throughout the year to coaches and staff

GOAL 3

Increase current revenue streams and philanthropic donations.

- Enhance current revenue within endowed scholarships, corporate sponsorships, suite sales, major gifting, an athletic department special events (auction)
 - Create new avenues of funding
 - Identify projects that would benefit sport programs and work with coaching staff to solicit gifts
 - Increase the number of former student athletes donations/gifts through the participation in the Bears Varsity Club



FISCAL RESPONSIBILITY

GOAL 4

Increase season, group sales and single game ticket sales

- ❑ Evaluate and adjust current ticket related staff and responsibilities and designating a primary point of contact for season ticket holders
 - Continue to evaluate the need for a group sales coordinator
 - ❑ Increase outbound call volume to targeted groups, individuals, organizations, and businesses to solicit new season ticket holders
- ❑ Review and determine each year single game and group sales ticket process for each program. Evaluate pricing structure of other benchmark schools
 - Review and evaluate non-seat assessment donors and donations and improve pricing structure for seat assessed areas

GOAL 5

Continue to strengthen the partnership between Learfield and MSU

- ❑ Create inventory assets that can be taken to market with assistance from marketing and facilities
 - Improve the execution of sold assets through radio, television, digital components, and game day operations

GOAL 6

Sustain continued growth in season ticket sales and Bears Fund contributors over the next five years

- ❑ Obtain 2,000 donors by the end of 2027
- ❑ Increase the number of season ticket holders in all sports by 5 percent per year





STUDENT-ATHLETE EXPERIENCE

To sustain a culture within the athletics department that is committed to the academic and individual development of all student-athletes, fostering personal growth and a sense of belonging for our students. The department will focus on supporting student-athletes in their academic and overall well-being, providing meaningful educational experiences in and out of the classroom and preparing them for a lifetime of employment and productive citizenship.

GOAL 1

Grow and promote opportunities for student-athletes from different teams to interact and participate in meaningful experiences

- ❑ Work with Compliance to create paid mentoring/tutoring program for more experienced students to assist new students academically and with transition to college and athletics (cross-sports, not within sports)



GOAL 2

Create an annual networking and professional development program for upperclassmen to interview and interact with established professionals in different fields

- ❑ Enhance relationships with hiring professionals, companies, alumni and local organizations

GOAL 3

Enhance transitional programming for graduating seniors and fifth-year aid students

- ❑ Identify the needs of our fifth-year seniors and graduate students as it relates to transitions out of sport, personal, and career development through exit interviews and focus groups
 - Implement a variety of programming opportunities that include life after sports, identity transition, maintaining routines, health & exercise, career preparation & the job search

STUDENT-ATHLETE EXPERIENCE

GOAL 4

Improve support services for most at-risk students

- ❑ Create a learning specialist/tutor coordinator position to focus solely on at-risk student-athletes from all sports
 - Add physical space to provide more private study areas for individuals, groups, and tutors

GOAL 5

Improve “on-boarding” process of new student-athletes prior to arrival on campus

- ❑ Create a video guide for common forms and checklist items required for admission, NCAA eligibility and administrative oversight

GOAL 6

Identify and provide technology improvements needed with continued growth of online and blended-format coursework





FAN ENGAGEMENT

Intercollegiate Athletics will successfully collaborate to create a welcoming, engaging, and positive game-day event atmosphere to foster fan affinity and increase attendance.

GOAL 1

Increase downloads, interactions, and fan following of MSU Bears mobile app.

- Create more content fan-friendly content and exclusive content.
 - Exclusive content, sponsor coupons/deals, game-day notifications, ShotTracker intergration

GOAL 2

Create a welcoming and helpful game-day and event environment

- Increase positive fan interactions with staff
- Regularly survey fan base regarding game atmosphere and fan satisfaction



GOAL 3

Enhance Athletics branding

- Create brand guidelines for all Athletics staff to correctly utilize logo and branded assets
- Continue website updates and redesign progress
- Continue to improve creative content, graphic design and video staffing needs

STUDENT-ATHLETE WELL-BEING

Student-athlete well-being is one of our highest priorities at Missouri State University. This involves the collaboration and cooperation between all areas of sports performance to ensure the best service and treatment for student athletes. This includes, but not limited to medical services, athletic training, strength and conditioning, nutrition, psychological services, and chiropractic services.

GOAL 1

Increase communication and awareness of coaches and staff of the well-being resources available for student-athletes

- ❑ Engage coaches and staff through training opportunities in the area of student-athlete well-being
 - Communicate to the coaches and staff the available resources and contact information for various entities (dietician)

GOAL 2

Continue to evaluate and improve policies and procedures to ensure that all departments are following current rules and best practices for student-athlete health and safety

- ❑ Continue to monitor and stay educated on national trends, including but not limited to: mental health resources and issues, HIPAA regulations and implementation, Title IX regulations, eating disorders, and concussion protocols as set forth by the NCAA

GOAL 3

Improve and expand the strength and conditioning department to increase the functionality, safety, and compliance of the department

- ❑ Ensure that strength and conditioning and athletic training staff work in conjunction to provide the best possible outcome of the student-athlete
 - Utilize research, data and analytics to monitor and maximize student-athlete recovery and determine optimal training by using technology and the top training resources available
 - ❑ Look to expand the training and workout space to support high-performance goals





STUDENT-ATHLETE WELL-BEING

GOAL 4

Increase awareness of mental-health, nutritional and fitness resources available for student-athletes

- Continue to partner with Dotcom therapy, Mercy and staff dietician to provide needed health services to student athletes
 - Expand mental health options for student-athletes by partnering with local mental health and counseling providers
 - Obtain working space for student-athletes to visit with psychologist or dietician on campus and within Athletics
- Continue to explore opportunities for a fueling station for student-athletes
 - Utilize social media for increased visibility and provide awareness to student-athletes on nutrition
- Work with Kinesiology Department to develop a relation and structure an internship program in the area of strength and conditioning
 - Provide additional part-time staffing to improve the response time of services provided to student athletes.
- Establish communication flow and action plan for obtaining services for student-athlete needs to expedited service



GOAL 5

Maintain and enhance working agreements with local business partners such as Mercy and Hiland Dairy

- Continue to evaluate and provide appropriate medical and nutritional coverage for student-athletes

GOAL 6

Maintain and enhance working agreements with off-campus facilities such as Hammons Field, Killian Stadium, Twin Oaks

- Continue to partner with outside entities to allow for student-athletes and staff to utilize off-campus facilities for practices, competitions, recruiting events and donor engagement

GOAL 7

Continue to develop and enhance overall Name, Image and Likeness (NIL) plan

FACILITIES

Missouri State will ensure a safe, healthy, and equitable environment for all student-athletes by providing practice and competition facilities that allow them to achieve their maximum athletic success

GOAL 1

Identify short-term plans to determine cost and prioritization for key areas

- Locker room renovations and upgrades
- Expansion of weight room and training room facilities
- Improve interior and exterior venue signage and branding at home facilities

GOAL 2

Determine feasibility of additional space to assist with departmental needs

- Cross country home competition site
- Multi-sport indoor practice facility

GOAL 3

Develop and maintain an ongoing capital improvement plan for areas in need of significant upgrades

- Collaborate regularly with the university architect to determine how the needs of Athletics fit in within the university's long-range plan
 - Athletics welcome center
 - New scoreboards
 - LED facility lighting



FACILITIES



GOAL 4

Improve and expand facilities to increase safety, functionality, and student-athlete compliance in addition to meeting state and federal standards

- Provide intentional programming to improve staff development and morale
 - Address needs to improve elevators and accessibility in athletic facilities
 - Renovate and expand athletic training rooms and weight rooms
- Continue to upkeep current facilities with modern features, upkeep, furniture and technology

GOAL 5

Aspire to upgrade and improve current facilities to assist with recruiting and operational goals.

- Continue to evaluate and provide appropriate medical and nutritional coverage for student-athletes



GOAL 6

Long-term facility improvements

- Renovation of suites at Plaster Stadium with a stadium club addition
- Football complex with locker rooms, weight room, offices, seating
- Renovation of lower-west grand stand at Plaster Stadium
- Indoor practice facility that can be utilized by multiple sports
- Additional outdoor beach volleyball court(s)
- Outdoor tent for beach volleyball for inclement weather

COACH and STAFF DEVELOPMENT

The recruitment and retention of first-rate staff is a priority of Missouri State University Athletics. In order to retain high quality, competent staff, opportunities for growth, development, and engagement are crucial. Increasing communication, establishing expectations, creating opportunities for relationship building and mentorship, as well as increasing staff morale are all elements of employee recruitment, professional development, and retention and will be a focus of our long range plan.

GOAL 1

Increase intradepartmental communication to better achieve common goals and initiatives

- Keep staff informed of university and departmental goals, initiatives and news
- Provide timely feedback regarding job performance
- Establish a method to provide upward feedback

GOAL 2

Increase engagement in university initiatives and develop stronger relationships with staff and faculty

- Promote strong staff relationships
- Enhance connection between university staff and Athletics staff
 - Participation in Staff Senate, USA and other programs designed to strengthen university personnel as a whole
- Highlight coach and staff achievements and accomplishments

GOAL 3

Continue to develop strong leadership skills for athletics staff and administrators

- Provide programming to improve staff development and morale
 - Broaden range of speakers to include members outside of Athletics
 - Funding for diversity education and program initiatives
- Promote the value of and encourage participation in professional organizations





DIVERSITY, EQUITY & INCLUSION

Missouri State University and Intercollegiate Athletics value the unique differences and similarities of our student-athletes, coaches, staff, and administration. Through meaningful campus and community collaborations, intentional educational efforts, programs, and activities we aim to create an environment of belonging, equity, and understanding that allows each member of the department to reach success and showcase their authenticity in all aspects of life.

GOAL 1

Establish a framework aligned with the university's diversity plan that fosters an environment of belonging and support for student-athletes, coaches, and staff

- Communicate the departmental commitment to equity, diversity, and inclusion to internal and external stakeholders
- Partner with key stakeholders to create and sustain a departmental climate that welcomes, supports, and values different perspectives and celebrates diversity



GOAL 2

Identify barriers to access and success and provide programming, resources and support to promote equity

- Increase representation and commit to the diversification of student-athletes, coaches, and staff
- Determine barriers to success and wellbeing for student-athletes, coaches, and staff
- Provide or create specific support mechanisms for student-athletes, coaches, and staff from historically underrepresented backgrounds

GOAL 3

Develop and provide programming for equity, diversity, and inclusion related efforts within the department, on campus, and within the local community

- Increase student-athlete, coach, and staff knowledge and intercultural competencies through learning opportunities centered around identity and its relationship to diversity
- Utilize the Athletics platform to educate the University and local community about bias, discrimination, racism, and the value of diversity
- Collaborate with departments on campus to provide programming, specifically around cultural events and holidays
- Build on opportunities to highlight and celebrate and student-athlete, coach, and staff diversity

DIVERSITY, EQUITY & INCLUSION

GOAL 4

Increase representation and commit to the diversification of coaches, staff, and administrators

- ❑ Recruit, hire and retain employees from underrepresented groups at all levels of the department
 - Regularly review departmental policies and procedures to determine their impact on underrepresented and historically excluded groups

GOAL 5

Provide structured support for student-athletes, coaches, and staff

- ❑ Support the formation of affinity groups to provide support for underrepresented groups
 - Create a departmental orientation and retention program for new employees
- ❑ Support and promote professional development and entry-level opportunities for individuals from historically underrepresented groups



DIVERSITY, EQUITY & INCLUSION



GOAL 6

Increase student-athlete, coach, and staff knowledge and inter-cultural competencies through learning opportunities centered around diverse others

- Create a resource campaign to ensure student-athletes, coaches and staff are educated regarding procedures for reporting mental health crises, sexual assault, harassment, and discrimination
 - Provide coaches and staff professional development opportunities such as Facing Racism Institute or Collaborative Diversity Conference
- Provide annual cultural consciousness training for all student-athletes
 - Host additional social gatherings for student-athletes, coaches, and staff to foster a stronger sense of community

GOAL 7

Educate the university and local community about racism, discrimination, and the value of diversity

- Develop intentional community programming around diversity, equity and inclusion with clear objectives and measurable outcomes
 - Implement specific training for student-athletes to build cultural consciousness skills and ability to have meaningful dialogues around social justice issues
- Develop a Bear Athlete Ambassador program made up of members from each athletic team
 - Host panels for University and Springfield community to help share the stories and humanity of our student-athletes, coaches, and staff
- Highlight cultural months and events at athletic venues, games and events

